CORPORATE CREDIBILITY AND CUSTOMER RETENTION IN WARID TELECOM UGANDA

BY

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DECLARATION

This research dissertation is my original work and is from my own findings and has never been submitted to any university for the same award.

Signature: M. Lumumbah

Date: 8th March 2014
APPROVAL

This research dissertation on CORPORATE CREDIBILITY AND CUSTOMER RETENTION IN Warid Telecom Uganda has been under my supervision in the Department of Journalism and media studies and is ready for submission with due approval.

Signature........................................................................................................

(SUPERVISOR)

Date...................................................................................................................
DEDICATION

I dedicate this dissertation to my dear parents, Mr. Juma Lumumbah and Mariam Mohamed for their parental and financial support in my academic life not forgetting my sisters.
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It is my pleasure to convey my humblest gratitude to my Supervisor, Mr. Mudoola Herbat for his personal support during the period of writing this dissertation. I must mention his personal advice, guidance and ultimate understanding that eventually enabled me to successfully complete my study. His skills were particularly useful especially when I was carrying my research, all the way from my proposal. I also want to mention his professionalism which was evident when I was writing the first chapters of this work. He mentioned a lot of unique suggestions that have been very useful, for this course and for my future careers.

Many other friends especially Letisha and Nabila whose input were in one way or another very important for my research are all thanked and you should know that I highly honour all your individual contributions.

Last but not least, I want to in a special way pay tribute to my family especially, my mother, my father and my sisters Naima, Sarafina and Saumu for the immeasurable love, encouragement and the ultimate support that went unnoticed throughout my years of study in Uganda.

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ABSTRACT

The purpose of this study was to explore the factors that determine the link between corporate credibility and customer retention. It was found in previous researches that financial analysts, competitors, customers and employees are the most common stakeholders included in the corporate credibility studies. Nevertheless, the present approach incorporated the former customers' perspective as a crucial element, by capturing their experience, their reasons for leaving and the present image that they hold.

Hence, a review of the specific concepts and closer relationships such as corporate image linking to customer loyalty were taken as a reference to build a particular outcome in this case study.

This study included five chapters of data where in chapter one the problem was introduced and stated as corporate credibility and customer retention using a case study of Warid Telecom Uganda. The objectives of the study were determined and the scope was identified. Several significances of the study were revealed also. In chapter two the researcher looked at the various different scholarly and professional views on the impact of corporate credibility and customer retention in reference to the study objectives. These ideas of the different scholars were therefore employed into the literature review. Chapter three revealed the research methods that were employed in the due course of this study. Ways in which to collect, analyze and edit data were identified and looked at, the sample size of the study and population of the area was also examined and showed in this chapter. The limitations that tried to hinder this study were also discussed in detail and their solutions cited by the researcher. Chapter four was about presentation and analysis of the data related to the study of examining the enhancement of corporate image using data and findings from Warid Telecom Uganda. Chapter five mainly dealt with summary, conclusions and recommendations as related to the project study.
CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter covered the background, problem statement, general objective, specific objective, research questions, scope and significance of the study. The study related to the examination of corporate credibility and customer retention in Warid Telecom Uganda.

1.1 BACKGROUND OF THE STUDY

The study of corporate credibility is a fairly recent subject, though divergent views related to corporate identity have been addressed in order to explore how the self-image of an organization impacts the external field. This study attempted to map the organization’s profile in terms of internal and external vision. As a reference framework, corporate credibility involves creating an image, building a reputation and the definition of corporate reputation that this study used was taken from Balmer and Greyser (2003:175) “Judgments made of the organization over time based on the organization’s behaviors, performance, and collective experiences of the organization”, and also Fombrun (1996) who defined corporate reputation as a perceptual representation of a company’s past actions and future prospects that are an aggregate of many personal judgments about the company. Corporate reputation deems the internal and external perspectives, being the principal starting point of the present study mostly based on Gardberg and Fombrun (2002).

Hence, the corporate credibility focuses on external perceptions, in this particular case depicted by perceptions that customers and former customers held about the organization. This interpretation has a fundamental relationship with the organization’s identity. The internal vision of the corporation shaped through a mix of elements that encompasses it such as the vision, values, workplace and common understanding (Villafañe, 2005; Argenti and Forman, 2002; Davies et al 2003; Fombrun, 1996). Therefore, the customers’ retention is conceived as the likelihood that the current customers will still prefer the organization products and services as part of their future business plan.
As a result, the main relevance and contribution of this study was to introduce in the form of a particular corporate reputation measurement the perspective of former customers (stakeholders that often were left out, not only from the customers' capital research, but also from the overall studies of business performance). Moreover, to explore the link between the externals outlooks and the decision that current customers remain purchasers of this organization. In short, corporate credibility is the believability of the current intention that enhances the reputation of the company which is based on the sum of its past behaviors (historical). The credibility of a company increases if its actions agree with its statements and its credibility decreases if its actions and pronouncements are inconsistent. However, being a case study undertaken in a specific context, the findings could be generalized merely in terms of methodological procedures and theoretical conclusions.

Customer Retention is the activity that a selling organization undertakes in order to reduce customer defections. Successful customer retention starts with the first contact an organization has with a customer and continues throughout the entire lifetime of a relationship. A company's ability to attract and retain customers, is not only related to its product or services, but strongly related to the way it services its existing customers and the credibility, reputation it creates within and across the marketplace. Customer retention is more than giving customers what they expect; it's about exceeding their expectations so that they become loyal advocates for your corporate image.

Creating customer loyalty puts 'customer value rather than maximizing profits and shareholder value at the center of business strategy'. The key differentiator in a competitive environment is more often than not the delivery of a consistently high standard of customer service. Customer retention has a direct impact on profitability. Research by John Fleming and Jim Asplund indicates that engaged customers generate 1.7 times more revenue than normal customers, while having engaged employees and engaged customers returns a revenue gain of 3.4 times the norm. Although most of the company's policy in Uganda is to ensure the delivery of quality products and services to current customers as well as perspective ones, the effort of retaining them has remained poor probably due to lack of credibility or simply different images or reputation external customers held about the organization. The purpose of this study was therefore to investigate, explore why and how the corporate image influences the customer’s retention taking into account other relevant stakeholders such as former customers and competitors.
1.2 STATEMENT OF THE PROBLEM

Much of what the public knows about corporations comes from public relations efforts that result in news stories in newspapers and magazines, on television and over the Internet. This study posits that individuals react to negative and positive news stories about an organization based on their prior attitudes toward that organization and that such reactions will affect the quality of corporate-customer relationships. Intangible assets such as corporate and CEO reputation and credibility, and customer relationships affect customer satisfaction and loyalty. Many company managers have recognized the significance of these factors in attempting to attract and retain customers in long-term relationships. CEO and corporate reputation, leadership, relationships and communication are inextricably related because they contribute to a CEO's ability to direct and responsibly control desired outcomes. Customer satisfaction and corporate credibility play important roles when creating good relationships and maintaining customer loyalty to a company as well as public faith.

Public relations is often defined as the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success depends. It is only in the past decade that the relationship paradigm (introduced by Ferguson), with its emphasis on developing relationships above other outcomes, has become a focus of scholarship. On the basis of this paradigm, public relations scholars should strive to identify and understand variables that influence the development and maintenance of good relationships, such as trust, credibility and openness. The purpose of the current study is to assess the moderating effect that customer satisfaction, corporate credibility have on an organization's capability for developing customer relationships when members of its publics are exposed to positive and negative news stories about that organization.

1.3 PURPOSE OF THE STUDY

This study is aimed at identifying corporate credibility and customer retention in Warid Telecom Uganda. The study sought to establish the different types of corporate images in companies, it also set out to investigate the several ways of enhancing a company's corporate credibility as well as revealing the considerations that can be taken when choosing a corporate image for a product or service.
1.4 SPECIFIC OBJECTIVES OF THE STUDY

i. To establish the different corporate images used by corporate companies to build corporate credibility and retain customers.

ii. To establish the several ways of enhancing a company's corporate credibility.

iii. To reveal the considerations to be taken when building corporate credibility.

1.4.1 RESEARCH QUESTIONS

i. What are the different corporate images used by corporate companies to build corporate credibility and retain customers?

ii. Which are the several ways of enhancing a company's corporate credibility?

iii. What are the considerations to be taken when building corporate credibility?

1.5 SCOPE OF THE STUDY

1.5.1 CONTENT SCOPE
The content scope of the study covered literature and discussions on Corporate credibility and customer retention but specifically focused on; the different corporate images used by corporate companies to build corporate credibility and retain customers, the several ways of enhancing a company's corporate credibility and the considerations to be taken when building corporate credibility.

1.5.2 GEOGRAPHICAL SCOPE
The study was carried out from Warid Telecom Uganda. This is located in uptown Kampala City along Hannington Road adjacent the former UNDP offices. The Data was collected using questionnaires and interviews. The study used a sample cross section survey design of top management and public relations department officers who were knowledgeable about the topic in study. The Data was collected using questionnaires and interviews.

1.5.3 TIME SCOPE
The study was conducted between April, 2013 to July, 2013. This time was sufficiently enough for the researcher to come up with all findings that enabled him establish a basis for compiling this report.
1.6 SIGNIFICANCE OF THE STUDY

The study was intended to generate information that was beneficial to most corporate companies in Uganda like Warid Telecom Uganda. The study was to propose recommendations to corporate companies on how to build effective corporate credibility to boost customer retention.

The study was also expected to add knowledge to the existing literature on the concept of corporate credibility and how it benefits a corporate company in retaining valuable customers. This study will even investigate the barriers to companies achieving successful corporate credibility.

This was of importance to the students, researchers and other academicians as a point of reference for further research.

The study was intended to generate argument and opinion on the real impact of adhering to corporate loyalty, management and orientation in Corporate firms like WARID, SHELL, Airtel and CITY OIL among others.

This study was a prerequisite for all prospective graduands to have carried out such research in order to be fully awarded a bachelor of public relations and media Management at Cavendish University Uganda.
1.7 THE CONCEPTUAL FRAMEWORK

**Description of the Conceptual Framework**

The figure above represents the conceptual linkage between the study variables among which there are independent and dependent variables. For the purpose of this study, the independent variables will be the socioeconomic status of respondents and enhancing corporate credibility, whereas the dependent variables will be the types of corporate images and the considerations in building corporate credibility as they are influenced by the former. The arrows show the connection between the variables. (Researcher)
CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

The literature review focused on themes related to the study objectives namely the different corporate images used by corporate companies to build corporate credibility and retain customers, the several ways of enhancing a company’s corporate credibility and the considerations to be taken when building corporate credibility. All these were employed from recent literature on the study problem.

2.0.1 CONCEPTUALIZATION AND OPERATIONALIZATION OF THE STUDY VARIABLES

Consumers may look on corporate credibility as an aspect of products or services, as it often serves to denote a certain attractive quality or characteristic. From the perspective of corporate image owners, credible products or services also command higher prices. Where two products resemble each other, but one of the products has no associated corporate credibility such as a generic, store-credible product, people may often select the more expensive credible product on the basis of the quality of the corporate image or the reputation of the corporate image owner. (Richardson, 1994)

Corporate image awareness refers to customers’ ability to recall and recognize the corporate image under different conditions and link to the corporate image name, logo, jingles and so on to certain associations in memory. It consists of both corporate image recognition and corporate image recall. It helps the customers to understand to which product or service category the particular corporate image belongs and what products and services are sold under the corporate image name. (Donald, 2010) It also ensures that customers know which of their needs are satisfied by the corporate image through its products (Keller). Corporate image awareness is of critical importance since customers will not consider your corporate image if they are not aware of it. (Wernick, 1991)

There are various levels of corporate image awareness that require different levels and
combinations of corporate image recognition and recall. Top-of-Mind is the goal of most companies. Top-of-Mind Awareness occurs when your corporate image is what pops into a consumers mind when asked to name corporate images in a product category. For example, when someone is asked to name a type of facial tissue, the common answer is “Kleenex,” which is a top-of-mind corporate image. Aided Awareness occurs when a consumer is shown or reads a list of corporate images, and expresses familiarity with your corporate image only after they hear or see it as a type of memory aide. (Schmidt, 2002) Strategic Awareness occurs when your corporate image is not only top-of-mind to consumers, but also has distinctive qualities that stick out to consumers as making it better than the other corporate images in your market. The distinctions that set your product apart from the competition is also known as the Unique Selling Point or USP. (Naomi, 2000)

2.1 THE DIFFERENT CORPORATE IMAGES USED BY CORPORATE COMPANIES TO BUILD CORPORATE CREDIBILITY AND RETAIN CUSTOMERS

Company name image
Often, especially in the industrial sector, it is just the company's name which is promoted leading to one of the most powerful statements of corporate credibility: saying just before the company's downgrading as the case for Mukwano. This approach has not worked as well for Warid Telecom, which recently overhauled how its corporate image relates to the product images. Exactly how the company name relates to product and services names is known as image architecture. Decisions about company names and product names and their relationship depend on more than a dozen strategic considerations. In this case a strong image name or company name is made the vehicle for a range of products for example, Mercedes-Benz or Unilever or a range of subsidiary images such as Omo, Royco or pampers. (Heig, 2001)

Individual image
Each image has a separate name such as Coca Cola which may compete against other images from the same company for example; (Kotler, 2006) Fanta, Sprite, Stoney etc. Or Nile Special which will compete with it’s by product Club Beer or Eagle. (Researcher)

Attitude corporate credibility and iconic image
Attitude corporate credibility is the choice to represent a larger feeling, which is not
necessarily connected with the product or consumption of the product at all. Marketing labeled as attitude corporate credibility include that of Nike, Adidas, IBM, and Apple Inc. A great image adds a greater sense of purpose to the experience, whether it is the challenge to do your best in sports and fitness, or the affirmation that the cup of coffee from Nescafe you are drinking really matters. The color, letter font and style of the Coca-Cola and Diet Coca-Cola logos in English were copied into matching Hebrew logos to maintain image identity in Israel. (Neumeier, 2004) Iconic images are defined as having aspects that contribute to consumer's self-expression and personal identity. Images whose value to consumers comes primarily from having identity value are said to be "identity images". Some of these images have such a strong identity that they become more or less cultural icons which makes them "iconic images". Examples are: Apple, Nike and Harley Davidson. Many iconic images include almost ritual-like behaviour in purchasing or consuming the products. (Donald, 2010)

"No-image" image
Recently a number of companies have successfully pursued "no-image" strategies by creating packaging that imitates generic image simplicity. Examples include the Japanese company Muji, which means "No label" in English and the Florida Company No-Ad Sunscreen. Although there is a distinct Muji image, Muji products are not imageed. This no-image strategy means that little is spent on advertisement or classical marketing and Muji's success is attributed to the word-of-mouth, a simple shopping experience and the anti-image movement. "No image" corporate credibility may be interpreted as a type of corporate credibility as the product is made conspicuous through the absence of a image name. (Peters, 1997)

Derived image
In this case the supplier of a key component such as IBM, HP and other computer manufacturing companies used by a number of suppliers of the end-product, may wish to guarantee its own position by promoting that component as a image in its own right. The most frequently quoted example is Intel, which positions itself in the PC market with the slogan and sticker "Intel Inside". On all Pentium based computer machines produced. (Gregory, 2003)

Image extension and image dilution
The existing strong image name can be used as a vehicle for new or modified products; for
example, many fashion and designer companies extended images into fragrances, shoes and accessories, home textile, home decor, luggage, sun glasses, furniture, hotels, etc. Fresh Diary extended its image to yoghurt and ice cream, Caterpillar to shoes and watches, Michelin to a restaurant guide, Adidas and Puma to personal hygiene. (Fan, 2002) Dunlop extended its image from tires to other rubber products such as shoes, golf balls, tennis racquets and adhesives. There is a difference between image extension and line extension. A line extension is when a current image name is used to enter a new market segment in the existing product class, with new varieties or flavors or sizes. When Coca-Cola launched "Diet Coke" and "Zero Coke" they stayed within the originating product category: non-alcoholic carbonated beverages. Procter & Gamble (P&G) did likewise extending its strong lines such as Fairy Soap into neighboring products such as Fairy Liquid and Fairy Automatic within the same category, dish washing detergents. (Klein, 2000)

Multi-images

Alternatively, in a market that is fragmented amongst a number of images a supplier can choose deliberately to launch totally new images in apparent competition with its own existing strong image and often with identical product characteristics; simply to soak up some of the share of the market which will in any case go to minor images. (AMA, 2011) The rationale is that having 3 out of 12 images in such a market will give a greater overall share than having 1 out of 10 even if much of the share of these new images is taken from the existing one. In its most extreme manifestation, a supplier pioneering a new market which it believes will be particularly attractive may choose immediately to launch a second image in competition with its first, in order to pre-empt others entering the market. Individual image names naturally allow greater flexibility by permitting a variety of different products, of differing quality, to be sold without confusing the consumer's perception of what business the company is in or diluting higher quality products. (Shedroff, 2006)

Private labels

With the emergence of strong retailers, private label images, also called own images, or store images, also emerged as a major factor in the marketplace. Where the retailer has a particularly strong identity such as Marks & Spencer in the UK clothing sector this "own image" may be able to compete against even the strongest image leaders, and may outperform those products that are not otherwise strongly imageed. (Holt, 2004)
2.2 THE SEVERAL WAYS OF ENHANCING A COMPANY'S CORPORATE CREDIBILITY

Corporate credibility is a very important factor within business and it is something we need to concentrate on. With a good corporate credibility one can guarantee that they will have some loyal customers, meaning they have certain revenue. You can set your prices higher because the corporate credibility means that people will still be willing to buy your products. As well as this it will help you stand out within a market, with a better corporate credibility, people see you are a more trustworthy businesses, helping to gain more sales and therefore revenue, which hopefully will be converted in a good profit. There are three most important ways of enhancing a corporate credibility. (Naomi, 2000)

**Improving the Quality of Product or Service**

One of the best ways to improve your corporate credibility is by actually producing or giving your customers something which is of a high quality. By having a quality corporate credibility you can ensure that you have that edge over your competitors, you can also make sure that you have the potential of charging a higher price, which would lead to a greater profit margin. The main reason for doing this though is so that you build up a customer base that buys your product or services because of what you are offering, no so much because of the price. People are much more likely to buy something if they know it will last and they are getting the most out of it. A problem of improving quality is that it will lead to increased costs in the short-term. Despite this, it is a very important operation to carry out, because in the long-term, it could be something which keeps your company going and keeps people coming back to you. (Holt, 2004)

**Improving Location and Placing**

Location is a very important factor when trying to set up and improve upon a corporate credibility. This is because people will see location as a factor to whether they will use your corporate credibility or not. For example, people who live in downtown houses have a poorer image than people who live in estates. You will need to get your location right depending on who you are aiming at. This is important due to convenience. The easier you are to get to, or the easier it is to contact you, buy from you, whatever depending on what you do, will affect your corporate credibility. People want to be able to buy your product or use your service easily, without too much trouble. The better placed you are, the more likely people will come looking for you. The irony of this is that, the better corporate credibility you have, the more
likely people will spend time finding you. Location is also meaning where your product is placed in shops, or where your adverts are. All of this needs to be in the right places to appeal to your target audience. (Holt, 2004)

**Using Promotions**

If you have a good quality product, promotion may not be needed, as people will promote it for you. There is nothing wrong with letting people spread the word for you! As well as this, location can also promote everything for you. If you have your product in the right place in a shop, people will see it. If you have your office in the correct location, people will see it, taking away the need for promotion. (Fan, 2002) However, promotion can help improve your corporate credibility greatly. This is because you can make people believe things about your company (hopefully they will be true!). With promotion and marketing you can tell people why you are a great business, why you deserve customers and what you will do for them. Promotion is a great tool to get across what you want to get across, and this makes it the most important aspect of building a corporate credibility. Even with a poor quality product and poor location, you can still get a great corporate credibility from having amazing promotion. Promotion for a business is king.

From the above 3 points we get some insights into how to improve one’s business’s corporate credibility. They are in no order; apart from the last one which is the most important! This is because, as explained above, promotion can change everything. The other two are important, but changes do not make so much of a difference than what could be achieved with a good bit of promotion. Your corporate credibility could make or break your company.

**2.3 THE CONSIDERATIONS TO BE TAKEN WHEN BUILDING CORPORATE CREDIBILITY**

At times, organizations are often inspired by a variety of ideas to create products and services which can be offered locally or globally. Generally, such products or services require the establishment of corporate credibility or company name. Often these corporate credibilities include both logo and lettering and can do a long way in advertising such products or services. Therefore, one of the most important steps in building corporate credibility is decide upon corporate name for the product or service one wishes to sell. (Miller & Muir 2004) Corporate image is a process that allows an individual or a group of individuals the ability to provide corporate credibility image and lettering to an idea. Upon doing so, one has a better
chance of selling such items to a broader audience whether that can be on a local or global level. Therefore, while the old adage “nothing happens until somebody sells something,” still stands true to some extent, at times almost seems as if the process of advertising and corporate image has overtaken the desire to sell. (Miller & Muir 2004)

Although corporate image generally identifies the company and philosophies behind same, it can also be representative of those working for such a company. This is a good thing as it generates the right type of audience to the product or service being sold based on personal relationships with those running the company. Therefore, benefiting both the organizations selling the corporate credible product or service and the dealers buying same. (Miller & Muir 2004)

One of the most important steps in selling any product or service is the belief one holds in relation to the item. Therefore, only those who strongly believe in the products and services offered by the company are going to be good at selling same. Otherwise, one may want to work from an advertising or graphic artist perspective in relation to advertising rather than sales when it comes to time to market same. (Shedroff, 2006)

Another step is to build corporate credibility that maintains loyalty with its customer base and has a strong customer service department. For, having such a department in today's world where one is both experienced and knowledgeable when it comes to helping others can be a rare find. So, companies who represent oneself has having a strong customer base and even stronger customer service department are often more successful than those who do not. (Shedroff, 2006)

A very important step in marketing corporate credibility is to identify the target audience before creating the logo and lettering in relation to marketing. This is because different age groups react differently to a variety of logo and lettering especially as so much is misrepresented by a variety of gangs and others using such material inappropriately. Therefore, if one can define the corporate credibility name, logo and lettering and present same to a marketing research review panel or the like, one may be able to gain a better understanding of which audience one needs to direct their product or service to in order to create the most sales. (Shedroff, 2006)
Still, if one can communicate the use of their product or service clearly, establish trust within the community, be that locally or globally, aim marketing at the right audience, build a base of buyers and customer loyalty and offer great customer service, then one is on their way to not only creating and advertising an excellent corporate credibility but selling one as well. (Shedroff, 2006) Therefore, when looking for steps in building corporate credibility, there are many steps which one can complete to help make the creation of such corporate credibility an easier task. These include, knowing your audience, building your corporate credibility, finding a great logo and lettering to represent same, targeting the appropriate audience and placing a number of ads in as many online and offline advertising venues one can find. For, after doing so, one may just find that they are selling even more products and services than one had ever dreamed possible. (Richardson, 1994)

Furthermore, corporate credibility image is the company’s overall character. That is why companies should present their mission and vision in a clear manner. Of course, they do not want to confuse their clients with unclear goals. (Richardson, 1994) To present a clear corporate credibility image, companies should consider the three elements of image corporate image, which are unique company logo, precise company slogan, and key identifiers that maintain the company’s core values. These sell the company in all its target markets whether homeland or abroad especially for export companies like Warid Telecom Uganda which in turn has a drastic effect on the performance of exportation of the company’s products.

The thought behind image corporate image is that clients are not just buying the products or services but also the image connected with that particular product or service. Companies should keep in mind that in order to present a good corporate credibility image, they should make their corporate image strategy be unique, optimistic and direct. This will be attained by utilizing different types of corporate credibility communications such as packaging, advertising, word of mouth (WoM) publicity, to name a few. (Richardson, 1994) Your corporate credibility is more than a series of words; it is your corporate identity. Your name and logo should tell people who have never been to your establishment something about you. Your corporate credibility should be strong enough to convey a message and a feeling in an instant. When you run a small newspaper ad, besides a Website, phone number and address, your logo may be all someone has by which to judge your business. If your logo looks professional, it alone may be the reason that someone decides to visit your coffee establishment for the first time. (Richardson, 1994)
When you are developing your identity, first define your target or niche market and make sure your corporate image speaks to those groups. For example, if you are located close to a university or college, your corporate image should appeal to the young adults who will probably be your main source of income. If your operation is in a downtown district, it would be wise to create corporate image that will be attractive to office workers and business people. If you're in a suburban shopping mall, you will probably want to develop an identity that will engage mothers, shoppers and area residents. (Miller & Muir 2004)

If you are a new operation, hire a professional to help you conceive and execute your corporate image program and assist you with your marketing. If you are an existing establishment and feel you made poor choices when developing your corporate credibility, you may want to consider re-corporate image. However, this can prove costly, and may not make sense, especially if your business is well established. Many companies choose to re-corporate credibility from time to time if their name and logo has a dated and worn look or feel. (Miller & Muir 2004)

Corporate image and identity are two of the most important parts of your overall marketing program. Your marketing materials, your menu board and your signage will all incorporate its elements. Think hard, take your time and if need be, hire a professional. The qualities of your products and services will reinforce the corporate credibility. Advertise as much as possible to spread that message and make it into a cult corporate credibility. Corporate image does not only benefit the business but you as well. The corporate credibility you choose reflects who you are and expresses yourself on what you like to do and be able to join the community of likeminded people. Corporate image is a win: win situation for both the businesses and the loyal customer (Miller & Muir 2004) corporate image means that you have created a consciousness, an image, and an awareness of your business. Here are five ways to start achieving that: (Heig, 2001)

2.4 CONCLUSIONS

To succeed in corporate credibility building you must understand the needs and wants of your customers and prospects. You do this by integrating your corporate credibility strategies through your company at every point of public contact. (Olins, 2003) Your corporate credibility resides within the hearts and minds of customers, clients, and prospects. It is the sum total of their experiences and perceptions, some of which you can influence, and some
that you cannot. (Heig, 2001) A strong corporate credibility is invaluable as the battle for customers intensifies day by day. It is important to spend time investing in researching, defining, and building your corporate credibility. After your entire corporate credibility is the source of a promise to your consumer. It is a foundational piece in your marketing communication and one you do not want to be without and hence Warid Telecom Uganda ought to adhere to successful techniques of corporate credibility building and management in order to achieve more from its export receipts.
CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter dealt with the research design, source of information, data collection methods and procedures, the sample size and methods, data quality assurance and control, data analysis and presentation, and the ethical aspects that were respected.

3.2 RESEARCH DESIGN

A descriptive research design was adopted for this research. Descriptive research design was used because it involved a set of methods and procedures that described the study variables. Descriptive studies portrayed these variables by answering who, what, why, and how questions. A cross-sectional research design was also employed to attain knowledge and information from the study respondents. The appropriate research design for the study was to use a “case study” which in this case was Warid Telecom Uganda. It therefore was carried out in an intensive way by investigating or examining individuals who were knowledgeable about the research topic. In all the study, employees, managers were dealt with. In this way, the researcher had a kin interest which enabled him know the several ways of enhancing a company’s corporate credibility especially in corporate firms like Warid Telecom Uganda. The researcher also examined the records and interviewed several people.

3.3 POPULATION AND SAMPLE SIZE

Sampling is the selection of a part to represent the whole. The researcher therefore looked at the socio-economic statuses of the respondents in order to understand the dynamics of corporate credibility and customer retention in corporate firms since the research was based at Warid Telecom Uganda. This therefore became the population that was studied and thus enabled the researcher to come up with the various findings.

The non-probability sampling technique was also used by selecting 60 people mainly respondents in the categories to be interviewed and these included: top management, employees, and other personnel at Warid Telecom Uganda.
3.4 SAMPLING DESIGN AND PROCEDURE

3.4.1 SIMPLE RANDOM SAMPLING
Under this technique, consultation of individuals was done so as to get information that was needed. Interviewing some key informant people was also done so as to get the accurate and expected information.

3.4.2 QUOTA SAMPLING
The Quotas Method under sampling was also used; this was selected because it helped the researcher to focus on certain characteristics. A quota was also be helpful because it enabled the researcher know the public opinion about domestic violence. Under Quotas, selection from important sources of heterogeneity was done in a way of choosing out the people trusted and capable of giving out the information without any bias for example, employees and managers was considered when interviewing.

3.4.3 SNOW BALL SAMPLING
It is the last technique that was used for selecting a sample to study secretive behavior. This involved carrying out the interviews and decisions on whom to include in the sample based on the knowledge of the researcher about the subject and in the sample, people of both sexes that was male and female were included.

Table summarizing sampling techniques

<table>
<thead>
<tr>
<th>Approach</th>
<th>Sample Selection</th>
<th>Data Collection</th>
<th>Types Of Sample</th>
<th>Data Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative</td>
<td>Simple random sampling</td>
<td>Key Informants</td>
<td>10 Top Level and Managers, 20 General Employees, 30 Public Relations Department Officers Total = 60 Respondents</td>
<td>Graphs, Tables And Formulae</td>
</tr>
<tr>
<td>Qualitative</td>
<td>Snow ball Sampling</td>
<td>Structured Interviews</td>
<td>35 Men 25 Women Total = 60 Discussants</td>
<td>Editing, Encoding And Tabulation</td>
</tr>
</tbody>
</table>
3.5 METHODS OF DATA COLLECTION

3.5.1 INTERVIEW METHODS
Personal interviewing was used because it enabled the researcher to get satisfactory results, during the interview process; the main aim was to make sure that the questions were understood and answered in full and in a uniform manner. It was mainly done about the current and historical events.

3.5.2 OBSERVATION
Through observations, developing questions was done and it enabled the researcher to get answers. Personal observation enabled the researcher to get a deep understanding of the implication of rewards and compensation systems as well as interacting with different people who interpret what was not understood.

3.5.3 ANALYSIS OF DOCUMENTS AND RECORDS
The researcher used a historical approach to give a perspective from the past to understand present issues, problems, and plans of action to questions which helped to alleviate dissatisfaction situations. This was accomplished through reviewing original documents, library work, Internet surfing and audio programs. It was mainly done through the comparison of the existing data.

3.5.4 FOCUS GROUP DISCUSSIONS
Under this, the researcher consulted different people who had relevant knowledge on rewards and compensation systems and who are willing to give information and those who have knowledge about rewards and compensation systems. This was through an open debate with the people especially those who were willing because it was not by force.

3.5.5 DATA SOURCES

3.5.5.1 PRIMARY DATA
Primary data used included data from interviews that was face to face contact, count the respondents who gave the researcher the information regarding the rewards and compensation systems obtained from questionnaires and observations.
3.5.5.2 SECONDARY DATA

These were collected from relevant literature like brochures, leaflets, documentaries, and transcribed interviews and monthly dissertations of Public Relations and Media Management among other secondary sources that should be available to the researcher.

3.6 DATA ANALYSIS

Data analyses were the process of bringing order, structure and meaning to the mass of information collected. Quantitative data analysis sought to make general statements on how categories or themes of data will be related. The data was in form of texts and materials which described occurrences. The researcher then established relationship among these categories. Generating themes and categories was done using codes, which will be assigned manually or by use of computer software known as SPSS Text Editor.

3.6.1 QUALITATIVE DATA ANALYSIS

To ensure coherence, comprehensiveness, legibility and completeness, editing was used in qualitative data analysis to eliminate any error and omissions. Coding was done to create data categories for classifying the data to be analyzed. I.e. Code categories, themes and classifications. All this was involved in the qualitative analysis of data. Data analysis was done by explaining and comparing of the extensive variations, quotation of data sources and discussion of research data so that it can be easily comprehended by the third party.

3.6.2 QUANTITATIVE DATA ANALYSIS

Editing was done to ensure coherence, comprehensiveness, legibility and completeness, editing was used in qualitative data analysis to eliminate any error and omissions. Coding was done to create data categories for classifying the data to be analyzed. I.e. Code categories, themes and classifications. All this was involved in the qualitative analysis of data. Data analysis was done by manual tabulation of data, generating rates, quantities, percentages, frequencies, the use of bar graphs (Histograms), pie charts, line graphs etc. this involved depicting and analyzing quantitative data presented.
3.7 LIMITATIONS OF THE STUDY

In conducting the research the researcher expected to be faced with a number of methodological and practical impediments as highlighted below;

Securing appointment say interviews were rather hard; the researcher thus, was to look for alternative respondents and also become more aggressive in that regard.

Respondents were not willing to avail the researcher with the required information due to negative attitudes, suspiciousness and speculations. In this case the researcher was to highlight the importance of the study and also create awareness with the help of top level management staff.

The time allocated for conducting the research was not enough for the researcher to cover the area of study since she had other academic obligations. The researcher therefore, was to prioritize her schedule according to deadlines in order to utilize the given time effectively and efficiently.

The researcher also encountered financial constraints since the study involved such costs as typing, printing, travel and telephone costs. To address this problem, the researcher was to save up some money for the study and also raise some more from parents just in time prior to conducting the research.

There were instances of respondents withholding information. However, to overcome these problems, the researcher intended to explain to participating respondents the importance and aim of the study and ensure confidentiality and mobilize money to meet all the expenses that were involved in the due process of conducting all research activities.
CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.0 INTRODUCTION

The chapter presented the findings relating to the study objectives namely the considerations to be taken when building corporate credibility, the several ways of enhancing a company’s corporate credibility and the different corporate images used by corporate companies to build corporate credibility and retain customers. These were the main areas that this data analysis focused on.

4.1 RESPONDENT’S DEMOGRAPHIC VARIABLES

Respondents provided their demographic variables such as gender, level of education, work experience, and portfolio in Warid Telecom Uganda. The results are presented in the tables below;

4.1.1 GENDER

Table 2: Distribution of Respondent’s by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>35</td>
<td>58.3</td>
</tr>
<tr>
<td>Female</td>
<td>25</td>
<td>41.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2012
The findings in table 2 show that a total of 60 respondents participated in the study. The majority were male (58.3%) while 41.7% were female. Female respondents constituted the least percentage not because of gender bias but they were less in number as compared to their male counterparts. Some female participants were found at customer care points, cash points as well as at the reception.

Figure 2: A Chart Showing Respondent’s Gender

Source: Primary Data, 2012
4.1.2 LEVEL OF EDUCATION

Table 3: Distribution of Education Demographics

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>06</td>
<td>10</td>
</tr>
<tr>
<td>Diploma</td>
<td>18</td>
<td>30</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>25</td>
<td>42</td>
</tr>
<tr>
<td>Post Graduate Qualification</td>
<td>11</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2012

The findings in table 3 above show that a majority of study respondents (42%) reported Bachelor’s degree as their highest level of education. A big number of Bachelor’s degree holders were employees from Warid Telecom Uganda. This was followed by 30% who reported Diploma as their highest level of education. 18% reported having post graduate qualifications such as Masters Degrees, post graduate diplomas, as well as PhD qualifications and these included senior management officials at Warid Telecom Uganda. A small percentage (10%) had certificates as their highest level of academic achievement. The certificates included those of ordinary and advanced level that is secondary school education while some had certificates from business and technical institutes.
Figure 3: A Graph Showing Respondent's Education Level

Distribution of Education Demographics

- Bachelor's Degree: 42%
- Diploma: 30%
- Certificate: 10%
- Post Graduate Qualification: 18%

Source: Primary Data, 2012

4.1.3 Respondent's Portfolio to the Company

Table 4: Distribution of Respondent's Portfolio

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>35</td>
<td>58</td>
</tr>
<tr>
<td>Management</td>
<td>25</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2012
The study registered more staff (58%) than management (42%). Clients were randomly selected as they came to access services from Warid Telecom Uganda’s offices. Meanwhile, employees who participated in the study were purposively selected from different departments.

![Distribution of Respondent's Portfolio](image)

Source: Primary Data, 2012

4.1.4 WORK EXPERIENCE

**Table 5: Distribution of Employees’ Work Experience**

<table>
<thead>
<tr>
<th>Work experience</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 9 years</td>
<td>18</td>
<td>52</td>
</tr>
<tr>
<td>10 – 19 years</td>
<td>12</td>
<td>34</td>
</tr>
<tr>
<td>20 – 29 years</td>
<td>05</td>
<td>14</td>
</tr>
</tbody>
</table>
Table 5 findings show that the study registered a total of 35 employees for the study. Out of the 35 employees, the majority (52%) had worked at the organization for a period ranging from 1 to 9 years. 34% of the respondents reported that they had worked for the organization for a period ranging from 10 to 19 years while a small percentage (14%) reported that they had for the organization for a period ranging from 20 to 29 years. These included expatriates who worked with Warid Telecom Uganda.

4.2 THE DIFFERENT CORPORATE IMAGES USED BY CORPORATE COMPANIES TO BUILD CORPORATE CREDIBILITY AND RETAIN CUSTOMERS

The first research objective was to analyze the different corporate images used by corporate companies to build corporate credibility and retain customers. At this point, respondents were
tasked to reveal the different kinds of corporate images used at their company Warid Telecom Uganda and their arguments were tabulated below;

Table 5: the different corporate images used by corporate companies to build corporate credibility and retain customers

<table>
<thead>
<tr>
<th>the different corporate images used by corporate companies to build corporate credibility and retain customers</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company name image</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Individual corporate images</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Attitude corporate credibility and iconic corporate images</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>&quot;No-corporate image&quot;</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>Derived corporate images</td>
<td>7</td>
<td>11.7</td>
</tr>
<tr>
<td>Corporate image extension and corporate image dilution</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td>Multi-corporate images</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Private labels</td>
<td>13</td>
<td>21.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data, 2012

From the above table, the study found out that respondents interviewed were of the view that the most outstanding types of corporate images used by corporate companies to build corporate credibility and retain customers was company name image as according to 25%. According 13.3% of the respondents, attitude corporate credibility and iconic was another type of corporate images used by corporate companies to build corporate credibility and retain customers. 21.7% of the respondents were of the argument that private labels were another important kind of corporate image utilized in companies especially Warid Telecom.
Uganda. 11.7% of the respondents were of the argument that another corporate image used by corporate companies to build corporate credibility and retain customers was derived corporate credibility, 10% of the respondents argued that multi corporate images was another kind of important corporate image used at Warid Telecom Uganda to retain customers, 8.3% of the population studied lamented that a very important kind of corporate image today is individual corporate image. Corporate image extension and corporate image dilution was cited by 6.7% of the population study. The minority of respondents 3.3% were of the opinion that no corporate image were yet another type of corporate images used by corporate companies to build corporate credibility and retain customers although in Uganda that is a very are corporate image. This information was later graphically represented as seen in the figure below;
4.3 THE SEVERAL WAYS OF ENHANCING A COMPANY'S CORPORATE CREDIBILITY

The second research objective was to investigate the several ways of enhancing a company’s corporate credibility. The respondents were asked to reveal some of the several ways of enhancing Warid Telecom Uganda’s corporate credibility and below were their arguments.
Table 6: the several ways of increasing customer retention

<table>
<thead>
<tr>
<th>the several ways of increasing customer retention</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving the Quality of Product or Service</td>
<td>19</td>
<td>32</td>
</tr>
<tr>
<td>Improving Location and Placing</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Using Promotions</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2012

The results in table 6 show that according to the majority of respondents 32% suggested that improving the quality of product service is a major way of enhancing Warid Telecom Uganda’s corporate credibility. 20% of the respondents were of the argument that by improving the location and placing of the firm will enhance Warid Telecom Uganda’s corporate credibility. Using promotions as a way of corporate credibility and customer retention of a company was cited by the minority of the respondents who were 17% of the entire population studied.
The third and last research objective of the study was to establish the considerations to be taken when building corporate credibility. The respondents were tasked to identify the different considerations that need to be taken when building corporate credibility for Warid Telecom Uganda. Their argument and ideas were tabulated as seen in the table below;
Table 7: The considerations to be taken when building corporate credibility

<table>
<thead>
<tr>
<th>The considerations to be taken when building corporate credibility</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>build a corporate image that maintains loyalty with its customer base</td>
<td>10</td>
<td>16.7</td>
</tr>
<tr>
<td>identify the target audience before creating the logo</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>establish trust within the community first</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>present the mission and vision in a clear manner</td>
<td>7</td>
<td>11.7</td>
</tr>
<tr>
<td>make the corporate credibility strategy unique, optimistic and direct</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>define your target or niche market</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>hire a professional</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2012

The results in table 7 show that respondents were aware of some of the considerations that could be taken when building corporate credibility for Warid Telecom Uganda and some cited building a corporate image that maintains loyalty with its customer base as according to 16.7% of the respondents while 25% of the respondents were of the argument that identifying the target audience before creating the logo. 8.3% of the respondents suggested that Warid Telecom Uganda should establish trust within the community first in order to have a convincing corporate image for its clientele base, 11.7% of the respondents argued that Warid Telecom Uganda should present the mission and vision in a clear manner, 5% of the respondents advised Warid Telecom Uganda to make the corporate credibility strategy unique, optimistic and direct to its clients, while 20% of the respondents argued that Warid
Telecom Uganda should define their target or niche market whereas according to 13.3% of the respondents argued that Warid Telecom Uganda could hire a professional to take care of the corporate credibility image type. This analysis was further represented in the following figure below;

**Figure 7: A pie chart showing the considerations to be taken when building corporate credibility**

Source: Primary Data, 2012
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter mainly dealt with the summary, conclusions and recommendations related to the study of corporate credibility and customer retention using a case study of Warid Telecom Uganda. The summary and conclusions were in accordance with the research objectives and questions the considerations to be taken when building corporate credibility, the several ways of enhancing a company's corporate credibility and the different corporate images used by corporate companies to build corporate credibility and retain customers.

5.1 SUMMARY OF FINDINGS

The study was guided by three objectives and thus three research questions were answered and are summarized as below;

The first research objective was to analyze the different corporate images used by corporate companies to build corporate credibility and retain customers. The study found out that the most outstanding types of corporate images used by corporate companies to build corporate credibility and retain customers was the company name image as according to the majority of respondents. Some of the respondents suggested attitude corporate credibility and iconic as another type of corporate images used by corporate companies to build corporate credibility and retain customers. A section of the respondents were of the argument that private labels were another important kind of corporate image utilized in companies especially Warid Telecom Uganda in retaining customers. Other respondents were of the argument that another corporate image used by corporate companies to build corporate credibility and retain customers was derived corporate credibility, a few of the respondents argued that multi corporate images was another kind of important corporate image used at Warid Telecom Uganda to retain customers, a number of the population studied lamented that a very important kind of corporate image today is individual corporate image. Corporate image extension and corporate image dilution was cited by several members of the population studied. The minority of respondents were of the opinion that no corporate image was yet
another type of corporate images used by corporate companies to build corporate credibility and retain customers in Uganda.

The second research objective was to investigate the several ways of enhancing a company's corporate credibility. The results showed that according to the majority of respondents, improving the quality of product service was a major way of enhancing Warid Telecom Uganda's corporate credibility. Some of the respondents were of the argument that by improving the location and placing of the firm will enhance Warid Telecom Uganda's corporate credibility. Using promotions as a way of corporate credibility and customer retention of a company was cited by the minority of the respondents who were the minority of the entire population studied.

The third and last research objective of the study was to establish the considerations to be taken when building corporate credibility. The results showed that respondents were aware of some of the considerations that could be taken when building corporate credibility for Warid Telecom Uganda and the some cited building a corporate image that maintains loyalty with its customer base as according to some of the respondents while a few of the respondents were of the argument that identifying the target audience before creating the logo. A number of the respondents suggested that Warid Telecom Uganda should establish trust within the community first in order to have a convincing corporate image for its clientele base, a variety of the respondents argued that Warid Telecom Uganda should present the mission and vision in a clear manner, minority of the respondents advised Warid Telecom Uganda to make the corporate credibility strategy unique, optimistic and direct to its clients, while a sample of the respondents argued that Warid Telecom Uganda should define their target or niche market whereas according to the rest of the respondents argued that Warid Telecom Uganda could hire a professional to take care of the corporate credibility image type.

5.2 CONCLUSIONS
The conclusions of the study were made in reference to the research questions of the study;

The first research question was; what are the different corporate images used by corporate companies to build corporate credibility and retain customers? The study concluded that the most outstanding types of corporate images used by corporate companies to build corporate credibility and retain customers were among others; company name images, attitude
corporate credibility and iconic corporate images, private labels, derived corporate credibility, multi corporate images, individual corporate image, corporate image extension and corporate image dilution and no corporate image.

The second research question was; what are the several ways of enhancing a company’s corporate credibility? The results concluded that the best ways to enhance corporate image at Warid Telecom Uganda were among others; improving the quality of product service, improving the location and placing of the firm and using promotions as a way of corporate credibility and customer retention of a company.

The third and last research question of the study was; what are the considerations to be taken when building corporate credibility? The results concluded that some of the considerations that could be taken when selecting a corporate image for Warid Telecom Uganda were; corporate images maintain loyalty with its customer base, identifying the target audience before creating the logo, establishing trust within the community first, present the mission and vision in a clear manner, make the corporate credibility strategy unique, optimistic and direct to its clients, defining their target or niche market and hiring a professional to take care of the corporate credibility image type among other considerations.

5.3 RECOMMENDATIONS

Warid Telecom Uganda should have a quality corporate image that can ensure that they have that edge over their competitors; they can also make sure that they have the potential of charging a higher price, which would lead to a greater profit margin.

Warid Telecom Uganda needs to get their location right depending on who they are aiming at as this is important due to convenience. The easier they are to get to, or the easier it is to contact them, buy from them, whatever depending on what they do, will affect their corporate image. People want to be able to buy their product or use their service easily, without too much trouble.

Promotion can help improve their corporate image greatly. This is because they can make people believe things about their company. With promotion and marketing they can tell people why they are a great business, why they deserve customers and what they will do for
them. Promotion will be a great tool to get across what they want to get across, and this will make it the most important aspect of building a corporate image for Warid Telecom Uganda.

Given the importance of the stakeholders featured in the present study, future researches should be aimed to a deeper understanding of how a goodwill relationship with the earlier purchasers in addition to a positive corporate reputation could facilitate not only the decision to resume as a customer, but to retain them. As a second insight in future similar studies is suggested that the researcher undertakes a deeper ethnographic study having a physical immersion in the organizational culture to gain a closer observation and approach to the phenomenon from inside.

More qualitative research is needed to identify and measure the gaps between the corporate goals and the internal understanding of them, as well as the internal expectations, in order to develop conclusions linking those findings with the image perceived by the external stakeholders. Thus, also the internal constituencies’ retention must to be considering equally valuable and profitable within the business context.

5.4 AREA FOR FURTHER RESEARCH

For the purposes of future research there should be more studies to investigate the role of corporate credibility in the retention of customers for multimillion companies like Airtel-Warid Uganda. The objective of this further research will be to fill the gaps left by this researcher in the due course of this study.
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Matt Heig, Corporate credibility Royalty: How the World's Top 100 Corporate credibilitys Thrive and Survive, pg.216


Muji corporate credibility strategy, Muji corporate credibilitying, no name corporate credibility - VentureRepublic


Dear respondent;

I am PAMELA YENGAYENGE, a student at Cavendish University Uganda carrying out research titled "CORPORATE CREDIBILITY AND CUSTOMER RETENTION IN WARID TELECOM UGANDA." I therefore kindly request you to answer the following questions as your response will be treated with the highest degree of integrity. Thank you.

SECTION 1: PROFILE OF RESPONDENTS

1.1 Name of respondents (option)


1.2 Age:


1.3 Sex

Male □
Female □

1.4 Level of education

Certificate □
Diploma □
Degree □
Masters □
SECTION 2: CORPORATE CREDIBILITY AND CUSTOMER RETENTION

1. What is your portfolio/relationship with Warid Telecom Uganda Petroleum (U) Ltd.?
   (i) Top Management Staff
   (ii) General Employee
   (iii) Field Staff
   (iv) Public Relations Department Officers
   Others, and mention .................................................................

2.) For how long have been in this business position?
   a) Less than 5 years
   b) Between 5 and 10 years
   c) More than 10 years

3. Does Warid Telecom Uganda have a corporate image?
   a) Yes
   b) No

   If yes, how is it managed?
   ...................................................................................................
   ...................................................................................................
   ...................................................................................................

5. Which kinds of corporate images do you know of?
   ...................................................................................................
   ...................................................................................................
   ...................................................................................................

6. Does corporate image have an effect on customer retention of Warid Telecom Uganda products?
   Yes
   No
If yes please explain how?

7. Is there a correlation between corporate credibility and customer retention at Warid Telecom Uganda?
   a) Yes ☐
   b) No ☐

8. If yes, describe this link?

9. Are there any considerations that need to be taken when building corporate credibility for a company?
   Yes ☐
   No ☐

10. If yes, please suggest the most important three?
    (i).
    (ii).
    (iii).

11. Has Warid Telecom Uganda benefited from having a corporate image?
    Yes ☐
    No ☐

If yes please explain how?

..........................................................
..........................................................
..........................................................
12. Could you suggest any problems Warid Telecom Uganda experiences in corporate credibility management?

13. Can you suggest any other ways of mitigating these challenges?

APPENDIX II

QUESTIONNAIRE

Dear respondent,

An academic study is being conducted on the patterns of corporate credibility and customer’s retention and the Warid telecom is of the interest of the researcher. In your position as the CEO, you have useful information to contribute to the success of the study. You can readily contribute this information by answering the questions in this instrument. All the information given will be treated confidently for purely academic purposes.

Thank you for your cooperation

BIO DATA

i. District .................................................................(Specify please)

ii. Designation: Managing Director Other (specify).................................

iii. Age (a) 18-25 yrs (b) 26-35 yrs (c) 36-45 yrs (d) 45+

iv. Period spent on the job in terms of years

<1 □ 1-3 □ 4-6 □ 7-9 □ 10+ □

v. Qualification □ □ □ □

Diploma degree □ PHD □ Masters □

vi. Marital status □ □ □

Single Married Divorced

vii. Religion □ □ □ □

Catholic □ protestant/Anglican □ Muslim □ Others □
Answer the following questions as concisely and honestly as possible

1. (a) Is it true that for one to lead a company to desired performance, inborn leadership ability is necessary?
   
   Yes ☐  No ☐

   (b) If no, why?
   .................................................................
   .................................................................
   .................................................................
   .................................................................
   .................................................................

2. (i) If yes, answer the following questions:
   Has such ability helped you to play your role of leading the company?
   
   Yes ☐  No ☐

   (ii) If no, why?
   .................................................................
   .................................................................
   .................................................................
   .................................................................
   .................................................................

   (iii) If yes, explain how it has helped you to achieve desired company’s performance.
   .................................................................
   .................................................................
   .................................................................
   .................................................................
   .................................................................

3. As the Managing Director, use the scale below to show how each of the following contributed to your ability to lead the Company to desired performance.

   Scale: Very much (VM), Much (M), moderate (Mo), Not much (NM), Not very much (NVM)

   VM   M   Mo   NM   NVM
<table>
<thead>
<tr>
<th>Options</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Being intelligent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Self confidence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Resilience or persistence</td>
<td></td>
<td></td>
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<tr>
<td>d. Personal power</td>
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<td></td>
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<tr>
<td>e. Strong conviction and belief in company’s goals</td>
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<td></td>
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<tr>
<td>f. Extra-ordinary effort</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g. Innovativeness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h. Determination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Personal risk</td>
<td></td>
<td></td>
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<tr>
<td>j. Persuasive articulation of staff tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>k. Appealing to staff members’ emotional</td>
<td></td>
<td></td>
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<tr>
<td>Involvement</td>
<td></td>
<td></td>
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<tr>
<td>l. Competence</td>
<td></td>
<td></td>
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<tr>
<td>m. Setting high performance goals and targets</td>
<td></td>
<td></td>
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<tr>
<td>n. Identifying with and treating customers</td>
<td></td>
<td></td>
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<tr>
<td>o. Personal involvement</td>
<td></td>
<td></td>
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<tr>
<td>p. Single handed decision making</td>
<td></td>
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<tr>
<td>q. Being change-motivate</td>
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</table>

4. Which of the following do you emphasize most when playing your role as a CEO and how do you go about it?
   a. Welfare conditions of staff members and customers

5. (a) Do you think involving employees/ staff members in decision making can add anything to your leadership ability?
   Yes
   No
   (b) Elaborate your choice in (5a) above.
6. (a) Do you think employees are more effective at work when you instruct and command them to do so than when you simply ask them to?
   Yes   No

   (b) Elaborate your choice in (6) above.

7. (a) Would you buy the view that listening to staff and customers ideas and leading according to them simply comprises your position as a CEO?
   Yes   No

   (b) Elaborate your answer in (a) above.

8. (a) Can you push for realization of set company goals without adequate subordinate facilitation/funding?
   Yes   No

   (b) Support your answer in (a) above.
9. (a) Do you think you would have led the company to better performance if there were no competitors?

   Yes □               No □

   (b) Support your answer in (a) above.

   ..................................................................................................................
   ..................................................................................................................
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   ..................................................................................................................

10. (a) Would you subscribe to the view that when subordinates show enough maturity as far doing assigned tasks is concerned, they can be left to pursue desired company performance with you providing minimum leadership?

    Yes □               No □

   (b) Support your answer in (a) above.

   ..................................................................................................................
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11. (a) Do you think that as a Chief your relationship with customers and staff members can affect the company’s reputation?

    Yes □               No □

   (b) Support your answer in (a) above.

   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................
12. (a) Is it true that one does not need to closely supervise staff members in order for them to perform as desired?
   Yes □  No □

   (b) Support your answer in (a) above.

13. (a) Do you think anybody can be a manager if he/she receives the necessary training?
   Yes □  No □

   (b) Support your answer in (a) above.

14. (a) Do you support your staff members’ personal and professional development as a way of enhancing your ability to ensure that the company performs as desired?
   Yes □  No □
Dear respondent,

An academic study is being conducted on the patterns of corporate credibility and customer's retention and the Warid telecom is of the interest of the researcher. You in your position as the head of customer care, you have useful information to contribute to the success of the study. You can readily contribute this information by answering the questions in this instrument. All the information given will be treated confidentially for purely academic purposes.

Thank you for your cooperation

A. BIO DATA

B. District ..........................................................(Specify please)

C. Designation: Head of Customer Care Other
   (specify).............................................

D. Period spent on the job(years)
   <1 □ 1-3 □ 4-6 □ 7-9 □ 10+ □

E. Qualification
   Diploma □ degree □ PHD □ Masters □

F. Marital status
   Single □ Married □ Divorced □

G. Religion
   Catholic □ protestant/Anglican □ Muslim □ Others □
H. Answer the following questions as concisely and honestly as possible

I.

1. (a) Basing on your assessment, do you think the company’s manager of customer care and retention demonstrates any inborn managing ability when pushing for desired company performance and customers’ wishes?
   Yes [ ] No [ ]

   (b) If no, in (a) above, why?

   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................

   (c) If yes, in (a) above, respond to the following:

   (i) Describe briefly how the manager demonstrates his/her inborn managing ability.

   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................

   (ii) Use the scale below to rate him/her on the following.

   Scale: Very high, High (H), Average (A), Low (L), Very low (VL)

   VH  H  A  L  VL

   i. The intelligence he/she demonstrates in what he/she says and does as a manager

   ii. His/her need for power

   iii. The self-confidence he/she shows as a manager

   iv. His/her conviction in the vision and mission of the company

   v. Your trust in the correctness of what he/she says and does for the company

   vi. The similarity of his/her beliefs and ideas about the company’s mission and objectives with those of staff members

   vii. His/her acceptance as the manager by the staff and customers
viii. Staff and customers' affection towards him/her

ix. His/her ability to induce internal and external customers' emotional involvement in the achievement of the company objectives and targets

x. His/her ability to win staff and customers' belief and confidence that they share in the company's successes

xi. His/her knowledge and ability to clarify each staff members' tasks based on his performance targets and to convince them that it is easy to achieve the set targets

xii. His/her level of risk taking

xiii. His/her use of un-conventional ways to achieve desired goals

3. Do you think he/she pushes other staff members to do all work he/she expects them to do without minding about their welfare conditions?

Yes ☐ No ☐

(b) Support your answer indicating or giving examples why you think so.

........................................................................................................................................................
........................................................................................................................................................
........................................................................................................................................................

4. (a) Does he/she listen to and consider staff members and customers' views, ideas, opinions and suggestions about how to run efficiently and effectively the company?

Yes ☐ No ☐

(b) Support your answer in (a) above.

........................................................................................................................................................
........................................................................................................................................................
........................................................................................................................................................

5. (a) Would you describe the manager as a "dictator"?

Yes ☐ No ☐

(b) Support your answer in (a) above.

........................................................................................................................................................
........................................................................................................................................................

53
6. (a) Do you think the relationship between the CEO and staff members has an effect on his/her ability to manage the customer care and retention department?
   Yes ☐       No ☐

   (b) Support your answer in (a) above.

7. (a) Do you think the way the CEO leads the company depends on how the company is funded?
   Yes ☐       No ☐

   (b) Support your answer in (a) above.

8. (a) Do you think the ability of the customer care manager in retaining customers depends on the environmental and social welfare conditions prevailing in the company?
   Yes ☐       No ☐

   (b) Support your answer.

9. (a) Do you think the way the manager performs his/her role depends on how other employees relate to him?
   Yes ☐       No ☐
10. (a) Do you think the CEO supports staff members' personal and professional development as a way of enhancing their ability to ensure that the company performs as desired?
   Yes ☐  No ☐

(b) Support your answer.

11. (a) Basing on your own assessment, which of the following would you consider to be contributing most to your chief's leadership performance? (Use a tick to show your choice)

   i. Subordinate maturity in terms of knowing what he/she is assigned to do in order for the company to achieve desired performance
   ii. Subordinate welfare or working condition prevailing in the company
   iii. His/her relationship with his/her superiors
   iv. The quality members recruited
   v. The leadership training he/she pursues for self development
   vi. The availability of instructional materials in the company
   vii. His/her relationship with customers and staff members
Dear respondent,

An academic study is being conducted on the patterns of corporate reputation and customer's retention. In your position as a customer of that company, you have useful information to contribute to the success of the study. You can readily contribute this information by answering the questions in this instrument. All the information given will be treated confidently for purely academic purposes.

Thank you for your cooperation

### J. BIO DATA

| viii. District | ................................................................. | (Specify please) |
| vi. Designation: external customer | Other | (specify) ................................................. |
| x. Period spent of being customer in terms of years | <1 | 1-3 | 4-6 | 7-9 | 10+ |
| xi. Qualification | Diploma | degree | PHD | Masters | None |
| xii. Marital status | Single | Married | Divorced |
| xiii. Religion | Catholic | protestant/Anglican | Muslim | Others |
K. Answer the following questions as concisely and honestly as possible.

L. 2. (a) Basing on your assessment, do you think your service provider’s demonstrates any inborn organizational ability when pushing for desired company performance?

   Yes [ ] No [ ]

   (b) If no, in (a) above, why?

   ..........................................................................................................................
   ..........................................................................................................................
   ..........................................................................................................................
   ..........................................................................................................................

   (c) If yes, in (a) above, respond to the following:

   (i) Describe briefly how the managing director demonstrates its inborn organizing ability to push for desired performance.

   ..........................................................................................................................
   ..........................................................................................................................
   ..........................................................................................................................
   ..........................................................................................................................

   (ii) Use the scale below to rate him/her on the following.

   Scale: Very high, High (H), Average (A), Low (L), Very low (VL)

   xiv. The intelligence he/she demonstrates in what he/she says and does as a leader

   xv. His/her need for power

   xvi. The self-confidence he/she shows as a leader

   xvii. His/her conviction in the vision and mission of the company

   xviii. Your trust in the correctness of what he/she says and does for the company

   xix. The similarity of his/her beliefs and ideas about the company’s mission and objectives with those of staff members

   xx. His/her acceptance as manager by the staff

   VH   H   A   L   VL
xxi. Staff affection toward him/her

xxii. His/her ability to induce staff's emotional involvement in the achievement of school objectives and targets

xxiii. His/her ability to win staff's beliefs and confidence that they share in the company's success

xxiv. His/her knowledge and ability to clarify each staff members' tasks based on his performance targets and to convince them that it is easy to achieve the set targets

xxv. His/her level of risk taking

xxvi. His/her use of un-conventional ways to achieve desired goals

12. Do you think the customer care and retention manager pushes staff members to do all work he/she expects them to do without minding about their welfare conditions?
   Yes □ No □

   (b) Support your answer indicating or giving examples why you think so.

13. (a) Does the manager seek, listen to and consider staff members’ views, ideas, opinions and suggestions about how to run the company?
   Yes □ No □

   (b) Support your answer in (a) above.

14. (a) Would you describe the manager as a “dictator”?
   Yes □ No □

   (b) Support your answer in (a) above.
15. (a) Do you think the relationship between the manager and his/her staff members have an effect on his/her ability to lead the company to desired performance and reputation?
   Yes ☐ No ☐

   (b) Support your answer in (a) above.

16. (a) Do you think the ability of the manager to lead the company to desired performance depends on the environmental and social welfare conditions prevailing in the company?
   Yes ☐ No ☐

   (b) Support your answer.

17. (a) Do you think the way the manager performs his/her role as a chief depends on how his/her superiors relate to him?
   Yes ☐ No ☐

   (b) Support your answer in (a) above.

18. (a) Do you think the managing director supports staff members' personal and professional development as a way of enhancing his/her ability to ensure that the company performs as desired?
   Yes ☐ No ☐
19. (a) Basing on your own assessment, which of the following would you consider to be contributing most to the company’s reputation and performance? (Use a tick to show your choice)

- viii. Subordinate maturity in terms of knowing what they are assigned to do in order for the company to achieve desired performance
- ix. Subordinate welfare or working condition prevailing in the organization
- x. The relationship with his competitors
- xi. The quality members recruited
- xii. The quality of services
- xiii. The training it offers to its employees for self-development
- xiv. The availability of instructional materials in the organization
- xv. The relationship between internal customers themselves

(b) Support your answer.
**APPENDIX: V**

**THE PROJECT BUDGET**

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<th>PARTICULARS</th>
<th>TOTAL COST</th>
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<tr>
<td>Stationary</td>
<td>14,100/=</td>
</tr>
<tr>
<td>Typing and printing</td>
<td>70,000/=</td>
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<tr>
<td>Transport (field movement)</td>
<td>100,000/=</td>
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<tr>
<td>Personal welfare in the field</td>
<td>180,000/=</td>
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<tr>
<td>Research Fellow</td>
<td>140,000/=</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>30,000/=</td>
</tr>
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</table>

**TOTAL**  
534,100/=
# APPENDIX VI:

## THE RESEARCH TIMELINE

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<tr>
<th>Activity</th>
<th>Assessment indicators</th>
<th>Requirements other comments</th>
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<tr>
<td>Reconnaissance and contact making</td>
<td>Interview appointments, contacts of respondents</td>
<td>Introduction letter, concept paper, etc</td>
</tr>
<tr>
<td>Data collection</td>
<td>Planned raw data entries</td>
<td>Stationary, transport</td>
</tr>
<tr>
<td>Data collection</td>
<td>Planned raw data entries</td>
<td>Stationary, transport</td>
</tr>
<tr>
<td>Data compiling</td>
<td>Rough copy of report</td>
<td>Stationary</td>
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<tr>
<td>Data analysis</td>
<td>Established relations among variables</td>
<td>Stationary, computer assess with enabling packages</td>
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<tr>
<td>Data analysis</td>
<td>Established relations among variables</td>
<td>Stationary, computer</td>
</tr>
<tr>
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<td>Computer</td>
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<tr>
<td>Submitting the research report</td>
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<td>Hard Cover Binding</td>
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