

**MARKETING STRATEGIES AND PERFORMANCE OF
TELECOMMUNICATION COMPANIES: A CASE STUDY OF
UGANDA TELECOM**

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS
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DECLARATION

I 'George Musili Musembi declare that this Dissertation which I have researched on is from my own findings and has never been produced and presented for examination by anybody in any university or any other Institution of Higher Learning for any academic award, I therefore acknowledge all information from other sources and those I worked with.

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DATE: 29.07.2009,

APPROVAL

I certify that this research report has been done under my guidance and supervision as a university supervisor.

Signature.....

Date.....

JOHN BAPTIST BALIRUNO
SUPERVISOR

DEDICATION

I would like to dedicate this work to the following people who are close to me. To my parents for raising me to this person that I am today, to my brother and sisters whose presence makes me strive harder, and to all my lecturers and classmates who made the stay at Kampala international university worthwhile. May the lord reward you abundantly.

ACKNOWLEDGEMENT

The completion of this research work would have been possible had it not been for the contribution of several crucial persons

I would like to first and foremost to acknowledge the contribution of my parents, Mr. and Mrs. Musembi Musili, my supervisor Mr. Baliruno John Baptist for shedding light in the areas that were not comprehensive to me.

To all those people mentioned, your contribution and efforts are highly appreciated.

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ABSTRACT

In every organization there are certain marketing strategies that should be considered. This is because the performance depends on the strategies chosen.

This has always been a problem to some organizations that choose poorly those Strategies.

The aim of the objectives is to solve the problems concerning the strategies. Those objectives are as follows.

- i. To investigate the various marketing strategies offered by Uganda telecom so as to establish a clear picture on the ground.
- ii. Examine the effect of marketing strategies and performance in Uganda telecom.
- iii. Establish indicators of performance in Uganda telecom.

The research also comments by different authors concerning the marketing strategies in Telecom Companies and how the strategies affect the performance of the company are discussed.

Different research methodologies are discussed. Both primary and secondary data are used .Interviews; questionnaires and the study of the documents of the telecom company are used in the collection of the data concerning the organization

The data that was collected from the case study is analyzed, with an aim of validating the method of choice for solution development and implementation.

The research further presents the conclusion and recommendation of the study. The first section discusses the conclusion of the research findings, finally section two presents the recommendations of the study.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter talks about the background of the study, the case study, the statement of the problem, purpose of the study, the objectives and the significance of the study.

1.1. Background of the study

Marketing is the commercial process involved in promoting, selling and distributing a product or service.

Marketing is an important determinant of any telecom company succession because it affects the performance of the society.

The study was based on the marketing strategies and performance of Telecom Companies. For many years, running the company as efficiency as possible had been a problem. This was due to the high competition company.

1.2. Statement of the problem

Some telecommunication companies have not been improving like others. This is because such companies face problems which include poor marketing which leads to the decline in performance, lack of promotional tools and promotional mix strategies like push strategy of which the products do not get a chance through distribution channels to final consumers.

Insufficient market for the companies' products and services had also increased the problem. Also, the expenditure in communication was not met through audits, contact points and its products were not identified hence creation of performance measures declines.

1.3. Purpose of the study

The main purpose of the study was to find out how the marketing strategies affect the performance of Telecom Companies.

1.4. Objectives of the study

The aim of the study was to:

- i. To investigate the various marketing strategies offered by telecom companies so as to establish a clear picture on the ground.
- ii. Examine the effect of marketing strategies and performance in Telecom companies.
- iii. The study is going to investigate the various marketing strategies offered by telecom companies so as to establish a clear picture on the ground

1.5. Research questions

The research questions that guided the research project were:

- i What are the marketing strategies in your company?
- ii Do marketing strategies enhance performance of your company's products and services?
- iii What kind of indicators of performance is offered in your company?

1.6. Significance of the study

This study was in marketing strategies and performance of telecom companies' products and services. The research was for much benefit to the following:-

a) The members

- i. It enabled the members of the telecom company to enjoy from the ready markets. Promotional tools such as advertising, sales promotion, push and

pull strategy mix was at lower cost because there was a competitive advantage of their products.

- ii. The researcher's findings were to help the members of other growing companies to improve on the quality of the products.

b) The management

- i. The study was of much benefit to the managers for it was the managers to be aware of the strategies and the promotion tools to use while marketing the products.
- ii. The findings helped the management to develop the marketing mix strategy and promotional mix like Advertising, sales persons, among others to improve the product quality.

c) To the community

- i. It enabled the companies to expand marketing opportunities.
- ii. It enabled the companies to realize and analyze shot strategies.
- iii. It helped the society to create a competitive advantage through promotional and pricing mix to be successful and meet the set goals.

d) To the government

- i. It helped the government in developing strategies for growth and through product market expansion grind, market penetration, product development diversification.
- ii. It helped the government to partner with companies in the marketing system to build member/customer relationship.
- iii. The government set objectives and goals which were guided by the mission statement and objectives to plan its business portfolio.

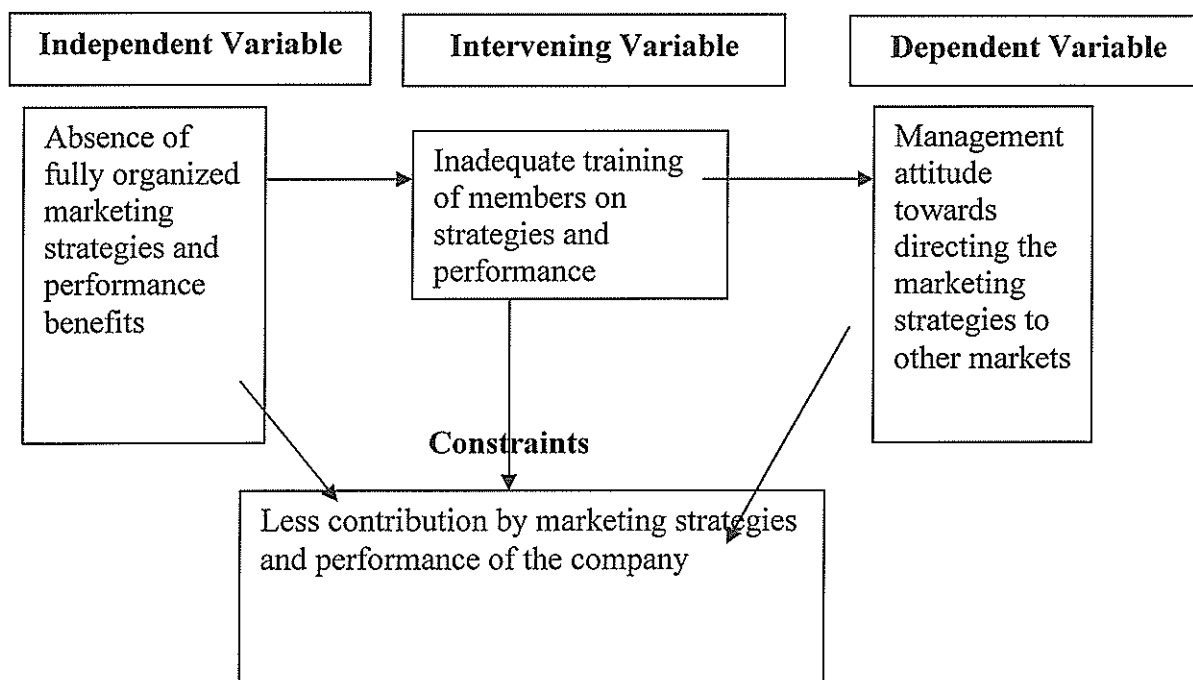
e) To the students

- i. The research findings enabled students to be creative.
- ii. It helped students to know about marketing strategies and how it affected the performance of telecom companies.
- iii. Also the findings were based on further research, to advance marketing studies in future.
- iv. It helped the students to choose the appropriate marketing strategies while dealing in telecom products and services.

1.7. Scope of the study

The study was focused on Uganda Telecom. It was conducted at the headquarters in Kampala focusing specific issues concerning delivery services at the company.

1.8 Conceptual Framework



Source: Researcher Conceptualization

The independent variables were some of the conditions that constrained the entrenchment of collective marketing strategies and performance of the society. Their presence limited any efforts by members to lobby improved benefits and conditions of services through mutual negotiations.

Decisions on how a performance was measured and how benefits were offered to members were no longer unilateral prerogatives of management in unionized organizations.

CHAPTER TWO

LITERATURE REVIEW

2.0. INTRODUCTION

Marketing strategy is partially derived from broader corporate strategies, corporate missions, and corporate goals. As the customer constitutes the source of a company's revenue, marketing strategy is closely linked with sales. A key component of marketing strategy was often to keep marketing in line with a company's overarching mission statement.

Performance measurement is the process of assessing progress toward achieving predetermined goals. Performance management is building on that process, adding the relevant communication and action on the progress achieved against these predetermined goals.

2.1. Marketing Management in Telecom Companies.

Marketing management and development are centre stage in most telecom companies since it will lead to improved performance in terms of the required output, quality and efficiency. It will also increase commitment of members, staff and profit. The effectiveness of the marketing management and communication will also lead to a successful society. Several writers have commented upon this issue of marketing strategies and performance of telecom companies.

According to Phillip Kotler (2004) stated that marketing is seen only as advertising or selling. But real marketing does not involve the art of selling what you make, so much as knowing what to make telecom companies gain market leadership by understanding members needs and finding solution that benefit members. Simply the aim of marketing was to build and manage profitable customer relationships.

Sales people and marketing managers study customer needs and wants, select target markets and design best products services and programs to serve these markets. They

attracted new members by promising more incentives, retain and grow current members by delivering superior satisfaction.

According to Gary Armstrong {1996} said that marketing is a philosophy that guides the entire organization toward sensing, serving and satisfying consumer needs. The marketing department cannot accomplish the society's member relationship-building goals by itself. It must partner closely with other department in the society and with other organization throughout its entire value-delivery network to provide superior member value and satisfaction. Thus marketing calls upon everyone in the organization to "think customer" and to do all they can to help build and manage profitable customer relationships.

According to the University of Cyprus, marketing strategies, the marketing strategies are the most useful to determine how the organization is likely to perform.

2.2. Use of Marketing Strategies In Business Concerns

According to Charles Spencer (1988) in his interview said that Marketing is used not only by manufacturing companies, wholesalers, retailers but also by all kinds of individuals and organization. Lawyers, accountants and doctors use marketing to manage demand for their services.

According to Botox Saleemi (1991) to qualify people throughout these organizations need to know how to define and segment markets, develop attractive value and propositions, and build strongly positioned brands. They must know how to price their offerings to make attractive and affordable, and how to choose and manage intermediaries to make their products available to customers

The marketers need a broad range of skills in order to build profitable relationship with customers.

According to Gareth J (1996) principles of marketing qualified people throughout these organizations need to know how to define and segment markets, develop attractive value and propositions, and build strongly positioned brands. They must know how to price their offerings to make attractive and affordable, and how to choose and manage intermediaries to make their products available to customers

The marketers need a broad range of skills in order to build profitable relationship with customers.

According to Phillip Kotler (1997), market targeting sometimes generates controversy. The public is concerned when marketers take unfair advantage of vulnerable groups because they lack potential ideas about a particular product. According to this statement the companies lack the absence of fully organized marketing strategies and performance in the promoting of their products.

According to Zou, Shaomong, Gregory, the publishers of American association 2007, the marketing strategies are the most useful to determine whether an organization is likely to survive or not.

2.4. Performance Management

Performance measurement is the process of assessing progress toward achieving predetermined goals. Performance management is building on that process, adding the relevant communication and action on the progress achieved against these predetermined goals.

2.5. Process of Performance Management

Other organizational development definitions are slightly different. The US Government's Office of Personnel Management indicates that Performance Management consists of a system or process whereby:

- i. Work is planned and expectations are set
- ii. Performance of work is monitored
- iii. Staff ability to perform is developed and enhanced
- iv. Performance is rated or measured and the ratings summarized
- v. Top performance is rewarded basing on the performance.

2.6. Types of Performance Management in Telecom Companies

- i. Business performance management (BPM) is a set of processes that help businesses discover efficient use of their business units, financial, human and material resources.
- ii. Operational performance management (OPM) focus is on creating methodical and predictable ways to improve business results, or performance, across organizations.

2.7. Benefits of Performance Management Telecom Companies

There is a clear and immediate correlation between using performance management and improved sales results. Using a highly integrated performance management plan delivers a significant return on investment through a range of direct and indirect sales benefits, which are as follows:

2.7.1. Direct financial gains

- i. Eliminates over-payments
- ii. Time saving and automates processes
- iii. Accommodates plan changes
- iv. Sales growth

2.7.2. Motivated sales force

- i. On time reporting and payment
- ii. Visible calculations
- iii. Optimize incentive plans

2.7.3 Improved management control

- i. Flexible responsive to management needs
- ii. Simple scenario planning
- iii. Provides process documentation
- iv. Easy to trace data calculation

2.8. Summary of Literature Review

The literature review shows how the marketing concept is a philosophy of consumer satisfaction and mutual gain. In practice it leads the economy by an invisible hand to satisfy the many changing needs of million of members. Marketing strategy is meant for enhancement of more sales which influences the organization performance in terms of better prices, reduced costs and greater organization stability and flexibility to change.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

In this chapter the researcher tried to explain the research methodologies that were used in conducting the research.

3.1. Design of the study

In the case study, the researcher collected data by use of questionnaire, interview and study of documents of the society in question.

The design that used in the case study was descriptive approach. This refers to a set of methods and procedures that describe variables. The investigation involved the collection and analysis of data in order to examine in depth and comprehensively the issue of performance and use of marketing strategies in the telecom company. The approach used by the researcher to collect the data was:

3.1.1 Behavioral Approach

When the members were working one noted that some behavior which told whether one was willing and qualified or not.

3.1.2 Observational Approach

When observing people working in the society we saw the speed in which they were using to carry out their activities.

3.2 The target population

The target population of the study consisted of employees of Uganda Telecom. The population of staff at the head office was 60 and members of the society were 3500. The head office was chosen because they had many operational activities to the researcher.

Table 3.2.1 Population of the respondents

CATEGORIES	NUMBER OF EMPLOYEES	PERCENTAGE (%)
Management committee members	15	25
Staff	20	33
Ordinary members	25	42
Total	60	100

Source: Respondents of the Company.

The table above showed that the majority of the employees targeted were the ordinary members who were 25 with a percentage of 42, whereas the minorities were the management committee members who were 15 with a percentage of 25.

3.3. Sampling procedure and Sample design

The researcher initially used purposive sampling method to enable easy access to data. A purposive sampling method is where the researcher uses non-probability sampling procedure. The researcher used this sampling method because members were spreading in different locations or provinces thus the sample size of 60 was a representative number of the members in the sample size.

Table: 3.3.1 Sampling of the Respondents

CATEGORIES	NUMBER OF EMPLOYEES	PERCENTAGE (% age)	Sample Size.	NUMBER OF MEMBERSHIP
Management committee members	15	23	25	12
Staff	20	30	15	388
Ordinary members	25	47	20	3100
Total	60	100	60	3500.

Source: Respondents of the Company.

The number of employees in the Company, with the largest sample size was the management committee members which had 15 employees with a sample size of 25. Whereas the number of employees with a small sample size was the staff which had 20 employees with a sample size of 15.

3.4. Data Collections Instruments

In the collection of the data concerning Uganda Telecom, the researcher used both the primary data and the secondary data.

The following showed the primary data that was intended to be used by the researcher:

3.4.1 Observation

The researcher used observation method for the sales people. It is the process in which one or more persons examine what is happening in some real life situation and then clarify and record pertinent happenings according to some planned schemes.

3.4.2 Interviews

The researcher used oral questionnaire to get information from staff. This was applicable to them because they were people who spent a lot of their time with members and they knew the performance of each member.

3.4.3 Questionnaires

This consisted of a set of questions presented to respondents for their answers. The questionnaires were used for the departmental managers. The researcher set some questions in a written form for different departments to answer. The researcher also administered the questionnaires by himself to reduce bias in the data collection.

The following showed the secondary data that the researcher intended to use:

3.4.4 Performance appraisal

These were the main performance management tool used by the society to record individual performance and productivity and were necessary for the study.

3.4.5 Documented information

This method involves delivering information by studying written documents. This information was mainly collected from the audited accounts reports, minute books, chairmen, treasurers and the secretary's reports turned more reliable to the researcher.

3.4.6. Data Analysis Procedures

Within the research to be done, the data collected, coded and statistical analysis program was used to analyze it. Tabulation was also used in the data analyzing.

This refers to the actual counting of the number of observations that fall into each possible response category. This method was used to know the frequencies of the responses from employees which after was analyzed and interpreted to give clear results of the study.

CHAPTER FOUR

4.0. DATA ANALYSIS AND PRESENTATION

4.1. Introduction

This chapter involves analyzing data that has been collected in the case study with an aim of validating the method of choice for solution development and implementation.

According to the data collected at the beginning of the study, that is in chapter one, it was indicated that Uganda telecom was started earlier than any other telecommunication company in Uganda. The members and the management together with the employees were not well trained.

4.2 Age distribution

The presentation of data collected through the questionnaires, interviews and observations showed that the employees of Uganda Telecom had different age distribution.

Table 4.2.1 Age of the respondents

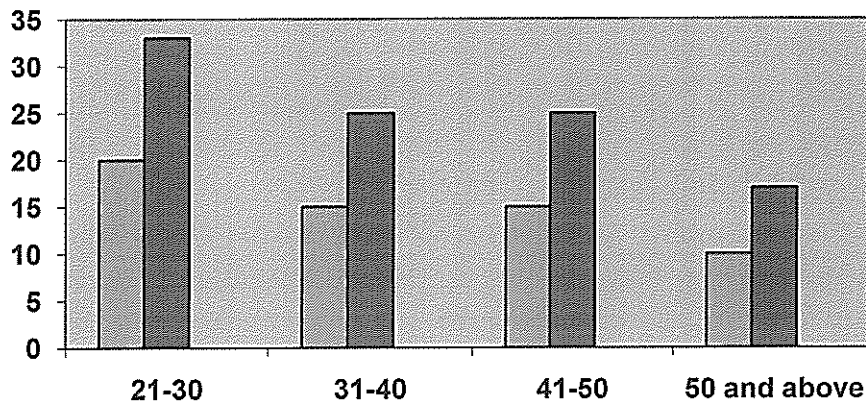
Age	Frequency	Percentage (%)
21-30	20	15
31-40	15	35
41-50	15	25
50 and above	10	25
Total	60	100

Source: Respondents of the Company.

Majority of the employees of Uganda Telecom were age between 21 to 30 which is 15% of the total employees. The minorities were age 50 and above which carried 25% of the employees.

Those with the age between 21 to 30 were the most active to find out about the best strategies for the telecom company to use so as to perform as required.

Figure 4.2.2 The graph showing different age groups
PERCENTAGE OF THE EMPLOYEES
AGE



Source: Respondents of the Company.

The information above showed that 33 percent of the employees with the age of 21 to 30 were the majority, whereas 17 percent of the employees with the age of 50 and above were the minority. This showed that the majority being the young people it would be easy for them to identify the appropriate marketing strategies for the organization.

4.3 The marital status.

The researcher asked the respondents on the marital status. .

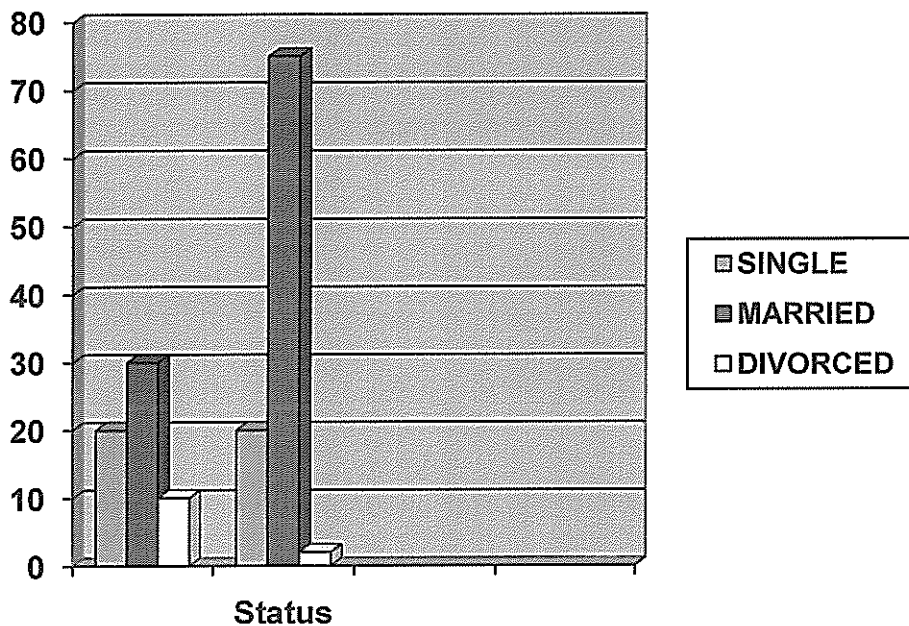
Table 4.3.1 marital status of the respondents

Status	Frequency	Percentage (%)
Single	20	20
Married	30	75
Divorced	10	5
Total	60	100

Source: Respondents of the Company.

The table above showed that the marital status of the employees was divided into three groups. Single, married and divorced. The largest status with the highest percentage was the married group. The smallest group with a lower percentage was the divorced.

4.3.2 Figure showing the marital status of the Employees



Source: Respondents of the Company.

From the above chart the researcher observed that 75% of employees were married. Therefore, this showed the sign of maturity hence affecting labor turnover which would be at minimum.

4.4 Years of service

The researcher was interested in knowing the number of years the employees had worked in the organization

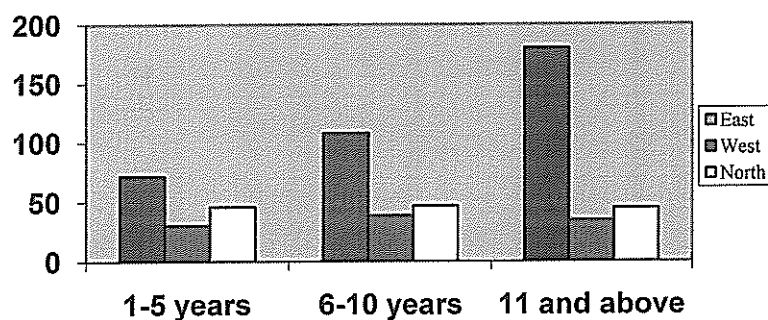
Table 4.4.1 Working period of the respondents

Number of years	Frequency	Percentage	Degrees.
1-5	8	20	72
6-10	12	30	108
11 and above	40	50	180
Total	60	100	360

Source: Respondents of the Company.

The table above showed that most of the employees had been working in the telecom company for 11 years and above. This indicated that most of the employees were more experienced and had the skills required to identify different marketing strategies which were considered in improving on the performance of the company.

4.4.2 A Graph Showing Years of Service



Source: Respondents of the Company.

From the above, the researcher observed that 80% of the employees had worked for the organization for a period of more than 5 years. Thus indicating that most of the employees had the required skills needed in the organization to improve on the performance.

4.5 Level of education

The employees working for the organization had different education level.

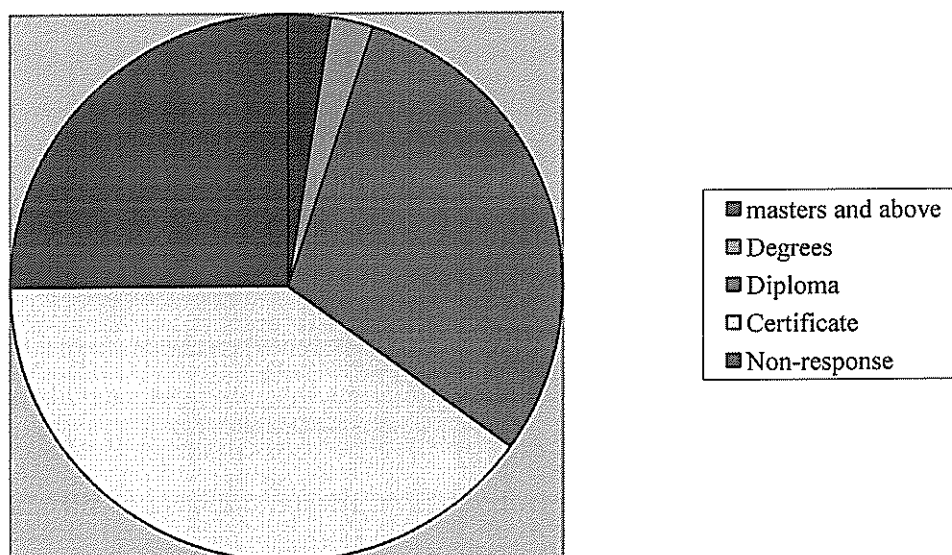
Table 4.5.1 Education level

Education level	Frequency	Percentage	Degrees
Masters and above	5	2.5	9
Degrees	5	2.5	9
Diploma	15	30	108
Certificate	25	40	144
Non-response	10	25	90
Total	60	100	360

Source: Respondents of the Company.

Educational level of the respondents was different. Most of the respondents had certificates whereas the minority had degrees and masters..

Figure 4.5.2: Pie-chart showing the level of education.



Source: Respondents of the Company.

The results of the study found that most of the employees were certificate holders at a rate of 40% followed by master's holders at 30%. The employees were given the organization's tasks to perform according to each employee's level of education

4.6 Job title of the respondents

The researcher wanted to find out the different job titles that the organization had.

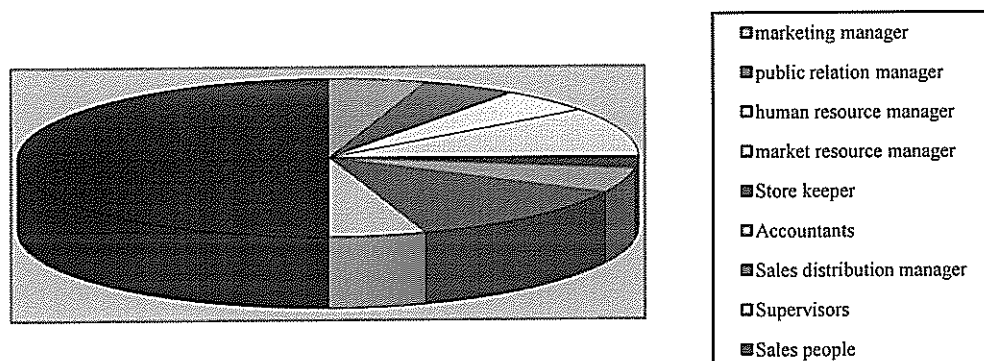
Table 4.6.1 Different job titles

Category	Frequency	Percentage	Degrees
Marketing manager	2	5	18
Public relation manager	2	5	18
Human resource manager	2	5	18
Market resource manager	5	10	36
Store keeper	2	2.5	9
Accountants	2	5	18
Sales distribution manager	5	12.5	45
Supervisors	10	5	18
Sales people	30	50	180
Total	60	100	360

Source: Respondents of the Company.

The researcher wanted to find out which category of the respondents did most of the job. The table showed that the supervisors and the sales people were the most involved in performing the organization's duties.

Table 4.6.2 A pie chart showing different job titles of the respondents



Source: Respondents of the Company.

From the above chart, the researcher observed that 60% of the employees were sales persons. This indicated they were fit for the job, having the right qualification in sales environment which shows that there is fairly good reliance on marketing strategies.

4.7 Departments and Frequency of Workers within each Department

The researcher wanted to find out about various departments of the enterprise and the frequency of workers within each department.

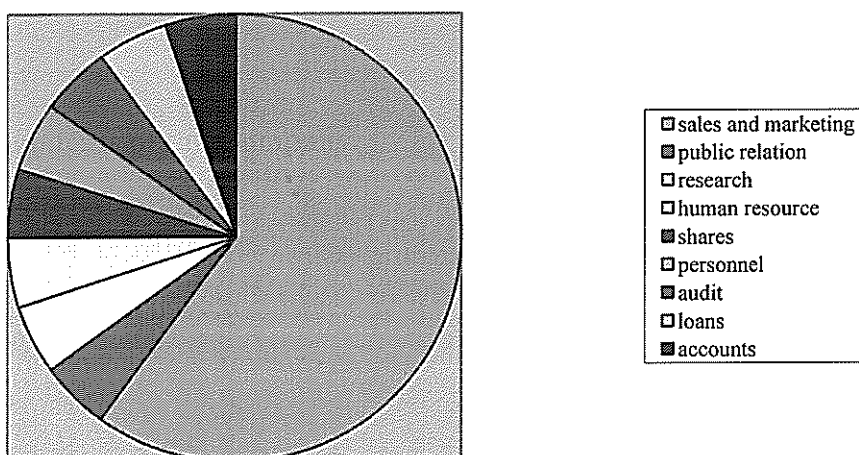
Table 4.7.1 Departments of the respondents

Department	Frequency	Percentage	Degrees
Sales and marketing department	30	60	216
Public relation department	10	5	18
Research department	10	5	18
Human resource department	1	5	18
Shares department	1	5	18
Personnel department	2	5	18
Audit department	2	5	18
Loans department	2	5	18
Accounts department	2	5	18
Total	60	100	360

Source: Respondents of the Company.

The researcher found out that the department with the most number of people is the sales and marketing department. This is because the two departments were the most involved marketing the organization's product.

4.7.2 A pie chart showing the various departments of the respondents



Source: Respondents of the Company.

From the above chart, the researcher observed that 65% of the employees were from sales and marketing departments. This showed adequate sales force in the organization and it would lead to marketing strategies.

4.8 Salary scale

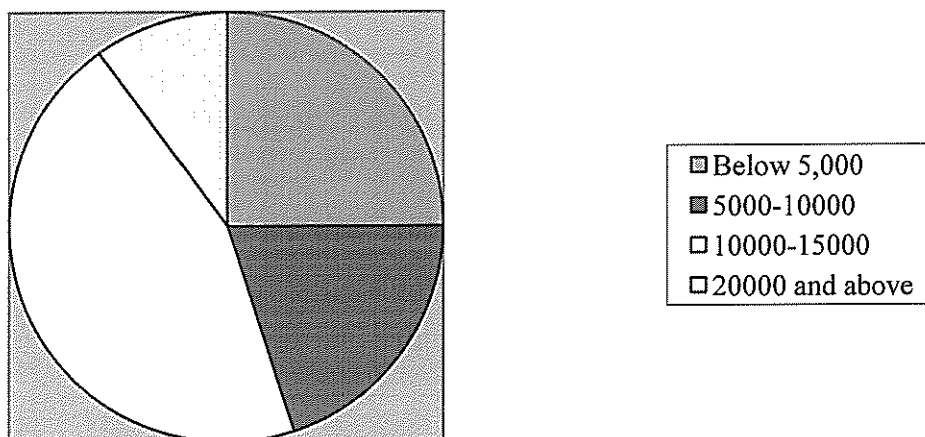
The researcher wanted to know how the employees were paid their salaries

Table 4.8.1 Salary scale of the respondents

Scale (KSH)	Frequency	Percentage	Degrees
Below 5,000	10	25	90
5,000-10,000	20	20	72
10,000-15,000	10	45	162
15,000-20,000	20	10	36
20,000 and above	Nil	0	0
Total	60	100	360

Source: Respondents of the Company.

Figure 4.8.2 Pie chart showing salary scale



Source: Respondents of the Company.

From the above chart, the researcher observed that 45% of the employees were in the salary scale between KSH 10,000 and 15,000 while the lowest percentage rate of 0% was of KSH 20,000 and above.

This indicated that employees were paid low salary in comparison with their profession. This indicated that employees were not motivated hence this would lead to low sales force.

4.9 Marketing in Telecommunication Companies

This section comprised of part B of the questionnaire where the researcher wanted to investigate on marketing strategies and performance of telecom companies. The information was sourced from a senior executive from the society general manager whom the researcher interviewed.

4.9.1 Data presentation using interview

Using part II of the questionnaire, the information below shows the data analysis relating to Uganda Telecom.

4.9.2 Different Gender Comparison

The researcher found out that both men and women were working in the organization.

Table 4.9.2.1 Gender of the respondents

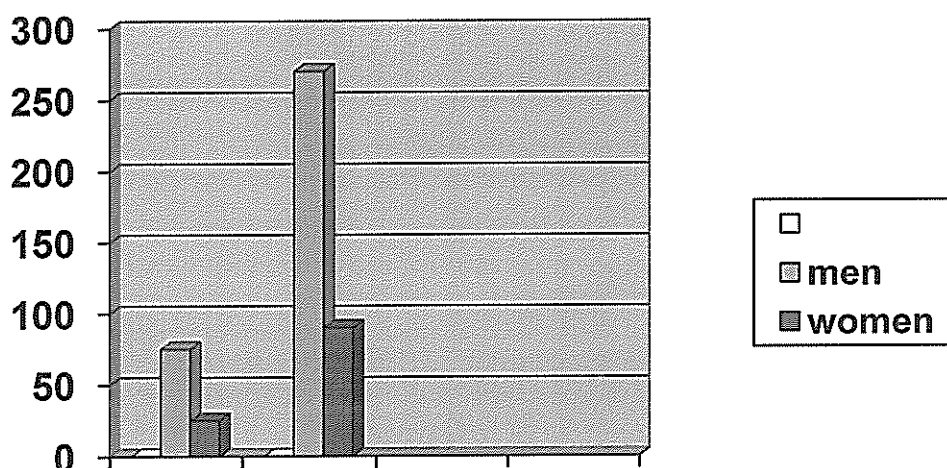
Category	Percentage	Degrees
Men	75	270
Women	25	90
Total	100	360

Source: Respondents of the Company.

The society has about 3500 members who are served by about 60 employees. Among them, the records showed that three quarters (3/4) were men with skills of curving while a

quarter (1/4) represents women who are mostly weavers and decorators of the crafts giving a percentage rate of 75% and 25% respectively.

Figure 4.9.2.2 A graph showing gender comparison



Source: Respondents of the Company.

The graph above indicated that the largest number of people in the organization was comprised of men who had the percentage of 75 whereas the smallest number of people in the organization was comprised of the women who had the percentage 25. Thus showing that men are more involved in the organization more than the women.

4.9.3 Opinions on relevance of marketing strategies given by the respondents

The researcher found out that different employees had different opinions concerning the marketing strategies used in the organization.

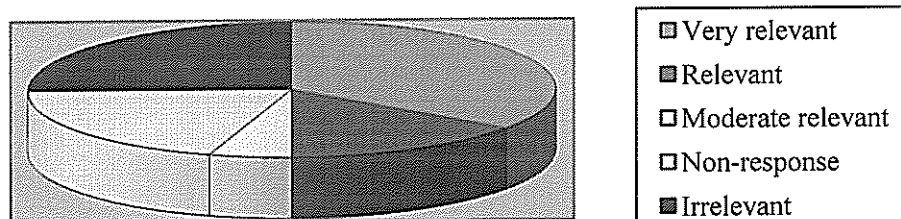
Table 4.9.3.1 Marketing strategies

Response	Frequency	Percentage	Degrees
Very relevant	14	35	126
Relevant	6	15	54
Moderate relevant	10	5	18
Non-response	20	20	72
Irrelevant	10	25	90
Total	60	100	360

Source: Respondents of the Company.

The researcher discovered that the respondents had different opinions concerning the relevance of marketing strategies. Most of the respondents did not respond to the relevance of the marketing strategies. This showed that the poor performance of the organization was due to the poor identification of strategies.

Figure 4.9.3.2 Pie chart showing relevance of marketing strategies



Source: Respondents of the Company.

According to the table above, 35% of the respondent response said that the marketing strategies were very relevant. 15% said it was relevant, 5% said it was moderate relevant while 20% present those who did not respond. Given these responses therefore it can be conducted that marketing strategies in Uganda Telecom are very relevant.

4.9.4: Qualitative Data analysis

How does the telecom company identify its marketing strategies' needs? There are many ways through which a telecom company can identify its marketing needs. Uganda Telecom did this through identifying departments that handle critical information and functions.

They also identified the personnel who worked in that department and studied their needs, their strengths and weaknesses. It was evident that the other researchers had tried to investigate on the marketing strategies and through this they were not enough due to changes and economic hardships. It was evidently clear that with the current worlds economic situation the importance of marketing had never been more investigated on its important effects. This led to adding to the previous findings as well as other areas were not touched. This study improved the overall performance of telecommunication companies in general.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the conclusion and recommendation of the study. The first section discusses the conclusion of the research findings, finally section two presents the recommendations of the study.

5.1. Discussion

From the research study, the researcher discovered that there are no proper marketing strategies involved to support the sales of the telecom products and services. Marketing strategies enable the company to get the appropriate communication and intelligence which can result in increase in productivity and performance especially in the introduction of information technology in the society.

Also marketing has brought a lot of changes in doing things in a modern way, although some quotations have been changed to e-mails and e-banking in the international markets. So for the main findings in this study, the society has to familiarize in the introduction of information technology so as to be able to communicate with the outside world and also have its products sell in the international markets.

The other finding is that the society has not segmented its markets so as to evade the competition and have its products be identified and have more of sales in their products.

Also from the research study, the researcher discovered that members were not educated on the products and the identification of new market opportunities as a result of better understanding and maintains the society growth stability and development.

5.2. Conclusion

It can therefore be concluded effective market strategies eventually maintain the value to the telecom companies in form of increased performance.

It enables the members and workers to take advantage and also enhances their creativity and motivation..

Marketing strategies enables them to develop specialized techniques of handling market expenses thus improving their performance and eventually productivity.

The following are also important to note:-

- i. It is necessary that a telecom company should realize the importance of marketing its' products. There is need to follow up if these strategies are effective to meet the company's expected achievements and objectives.
- ii. The society should realize the value delivery of market strategies expenditure that can be done by putting together objectives of the telecom company and the employees.
- iii. Recognizing the society opportunities and strengths of the society. Jobs are becoming more fulfilling eliminating the routine activities and encourage companies to retain their staff to do more challenging tasks so as to increase member satisfaction. Therefore the successful society depends on the kind of members and strategies they have for their products.

5.3. Recommendations

The following are the recommendations that if they are applied would make training more effective:-

- i. The marketing and development of human resources be made more flexible in order to accommodate the emerging trends.
- ii. It is important that the society have clear policies in developing its' marketing strategies. Since the smooth and efficient running of such society depends directly on how well its' products are displayed using the relevant methods.
- iii. The launching of new products should be planned well in advance.
- iv. Another recommendation is creating employment of qualified persons who will up bring the development of the society in growth and in the sales.
- v. Also the locations of offices should be brought near to the customers and members in order to ensure that they are able to access the company's products.

5.4. Suggestions for further Research

- 1) One of the suggestions for further research is having knowledge about the international markets dealing with telecom products and services. This may lead to exchange of ideas about different products. So as a researcher, one should examine the international markets which give a clear view of what other products offer in these markets.
- 2) Finally the researcher recommends that the study project be made the background for further research since little has been done in the study of marketing strategies and performance in telecom companies. However more emphasis should be put on the contribution of marketing strategies in these companies.

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APPENDIX 1:

RESEARCH QUESTIONNAIRE

Research Topic: The effect of marketing strategies on the performance of
Telecommunication companies
Study area: Uganda Telecom

Dear respondent,

I am a student at Kampala International University (KIU) pursuing a Bachelor's Degree in Business Administration. I am carrying out a research project to find out the effect of marketing strategies on the performance of telecommunication companies.

I would be grateful if you kindly fill the following questionnaire. You are not required to write your name. All responses will be treated confidentially and the information gathered will be used solely for academic research. Thank you.

Researcher

Please tick () or fill in the appropriate information in the space provided.

PART 1: Background information

1. What is the gender of the member/staff?

☐

Male

☐

Female.

2. Which age bracket do you fall in?

☐ 18-20

☐ 21-30

☐ 31-40

☐ 41 and Above.

3. Which position do you hold in the society?

☐ Member

☐ Staff

☐ Committee member

4. What is your marital status?

☐ Single

☐ Married

☐ Divorced

☐ Widowed

5. What is your level of education?

☐ Certificate

☐ Diploma

☐ Degree

☐ Masters and above

6. What is your job title?

☐

Marketing Manager

☐

Public Relation Manager

☐

Human Resource Manager

☐

Market Resource Manager

☐

Store keeper

☐

Accountant

☐

Sales Distribution Manager

☐

Supervisor

☐

Sales people

7. Which department are you in?

☐

Accounts department

- ☐ Loans Department
- ☐ Audit department
- ☐ Personnel department
- ☐ Shares department
- ☐ Human Resources Department.
- ☐ Research Department.
- ☐ Public Relations Department
- ☐ Sales and Marketing Department.

8. State your years of service in the organization?

- ☐ 1-5. ☐ 6-10. ☐ 11 and above.

9. What is your salary package?

- ☐ Below 5,000
- ☐ 5,000-10,000

☐ 10,000-15,000

☐ 15,000-20,000

☐ 20,000 and above.

PART II: GENERAL

2.0. What marketing strategies do you use in your society?

☐ Segmentation

☐ Promotion

☐ Advertising

☐ Direct marketing

☐ Personal selling

Does the society have other strategies,
specify.....

2.1 Are there sales promotion policies in your society?

☐ Yes

☐ No

2.2 How are marketing strategies offered affect the performance of the Society

.....

2.3 Are the marketing strategies relevant to an organization?

☐

Very relevant .

☐

Relevant

☐

Moderate relevant

☐

None response

☐

Irreverent

If “Very relevant” how often are they used to promote the telecom company’s objectives?.....

.....

2.4 Positively, how was the last performance.

☐

Good.

☐

Below Average

2.5. Are you satisfied with the type of marketing strategies employed by your society?

☐

Yes.

☐

No

If “yes” how do they help the company’s performance in marketing the products?.....
.....

2.6. Do the company staff have a say in the determination of the marketing strategies offered to their products?

☐

Yes.

☐

No.

APPENDIX 2

INTERVIEW SCHEDULE

1. How do you plan to increase the performance of the Telecom Company's products and service?

Comment.....
.....

2. Do the society members' funds invested correctly?

Comment.....
.....

3. Do the strategies meet the company's expected achievements and objectives?

Comment.....
.....

4. Is it necessary that the society should realize the importance of marketing its products, either locally or internationally?

Comment.....
.....

5. Do the strategies meet the company's expected achievements and objectives

Comment.....
.....

6. Does the telecom company recognize the opportunities and strengths from within?

Comment.....
.....

7. Who administers marketing strategies in your

society.....
.....

APPENDIX 3

OBSERVATION TABLE

OBSERVATIONS	COMMENTS
Both men and women handling curving equally in the society.	
Women doing the weaving and Basketry in the society.	
More number of sales persons needed. This is because sales persons do a lot of work in areas of advertising and serving customers.	
There are more of old managers in different departments compared to young and energetic persons who are at the bottom management acting as sales people.	