

**PRICING STRATEGIES AND BUSINESS GROWTH OF SELECTED
SOFT DRINK COMPANIES IN SELECTED DISTRICTS
IN CENTRAL UGANDA**

A Thesis
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Kampala International University,
Kampala – Uganda

**In Partial Fulfillment of the Requirement for the Degree
Of Master of Business Administration
(Marketing Option)**

**By
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DECLARATION A

I declare that this thesis is my original work and has not been presented for a Degree or any other academic award in any university or institution of learning.

MU Gume Jam

Name and signature of the candidate

16/10/12

~~Jam~~

Date

DECLARATION B

I confirm that the work presented in this thesis was conducted under my own supervision

Dr. Gulebo ~~Band~~ ^{Band} ~~Muzamir~~ Sand

Name of the candidate and signature

17/10/2012

Date

DEDICATION

This thesis is dedicated to my parents, Nathan Abwooli,Akiiki Idah,Swizin Akiiki,Kabajungu Akiiki, my family members and friends led by Richard and others whose prayers have enabled me reach heights that I would never have reached.

APPROVAL SHEET

This thesis entitled " pricing strategies and business growth of selected soft drink companies in selected districts in central Uganda" prepared and submitted by Mugume Tom in partial fulfillment of the requirements for the degree in masters of business administration (marketing option) has been examined and approved by the panel on oral examination with a grade of -

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LIST OF ACRONYMS

UMA	Uganda Manufacturers Association
UNBS	Uganda National Bureau of Standards
URA	Uganda Revenue Authority
KIU	Kampala International University
PLCC	Pearson's Linear Correlation Coefficient
SAQ	Self Administered Questionnaires
SPSS	Statistical Packages for social scientists
CVI	Content Validity Index
CV	Curriculum vitae

ABSTRACT

This study established the relationship between pricing strategies and business growth in selected soft drink companies in selected districts of central Uganda. The study was guided by five objectives, (i) profile of respondents (ii) degree of pricing strategies (iii) level of business growth and (iv) whether there was significant difference in the level of pricing strategies and business growth and (v) significant relationship between pricing and business growth. A survey design was used specifically descriptive correlation and descriptive comparative. The study had a target population of 435 respondents from which a sample size of 208 respondents from which Data were collected using self administered questionnaires as the key data collection instruments. The findings revealed that there were high degree of pricing strategies, high level of business growth, no significant difference between pricing strategies and business growth and no significant relationship between pricing strategies and business growth was established, accepting the Null hypothesis. Conclusions were made regarding various research objectives (i) on profile of respondents, majority were of age group 20-39 (61%), Gender (67%) male and (33%) female, (84%) of respondents were married, (80%) of respondents had university degrees, and 61% of respondents had working experience of above 8 years. (ii) Very satisfactory pricing strategies were used according to respondents (mean= 3.70) (iii) High level of Business growth was established (mean 3.67), (iv) no significance difference ($F = 0.637$, sig. = 0.811), (v) no significant relationship between pricing and growth was established ($r = 0.280$, sig. = 0.033) and regression indicated by a high Adjusted R^2 of 0.048 was established. recommendations based on the findings were that, soft drink companies should; (i) develop marketing plans, (ii) improve branding, (iii) develop proper packaging (ix) improve marketing communications (v) segment and target markets (vi) improve on their distribution strategy, (vii) improve product strategy management, (viii) innovativeness and creativity be improved (ix) carry out marketing research (x) improve on complete intelligence (xi) develop quality products and services (xii) and establish good relationships with customers. Areas of further research were suggested as impact of new marketing communications technologies (ICTS) on communication effectiveness, further research on branding and business growth was also suggested.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the study

At the core of the beverage industry is the carbonated soft drink category. The dominant players in this area are (coca-cola and Pepsi cola) who own virtually all of the markets most widely distributed and best known brands. They dominate the world markets as well. As with many mature retail industries, the beverage giants have a problem-growth in sales of their flagship carbonated products are at a near standstill in key world markets like in U.S.A market, with 1%growth or less. To remedy that, these companies are rapidly expanding both globally as they enter and promote new markets for existing products and as they add new products in all categories. The prototype of all branding and marketing struggles, the "cola wars" keep expanding. The Pepsi and cola keep rolling out big guns: dueling popstars, new branded products like "vanilla coke" and "Pepsi blue". They are fighting on TV, in fast food restaurants, supermarkets and are also dueling in schools. One of the biggest pushes in the last recent years has been convincing school districts universities and other institutions to go all coke or all Pepsi, in return for a (small) cut of the gross sales. Markets in Eastern Europe, china, India, and Mexico among others are expanding fast, and both coke and Pepsi are finding local partners (bottlers) in these countries to keep expanding in their reach (Hisrich, 2010).

During the 1960's and 70's coke and Pepsi concentrated on a differentiation and advertising strategy. The "Pepsi challenge" in 1974

was a prime example of this strategy where blind taste tests were hosted by Pepsi in order to differentiate itself as a better tasting product. However during the early 1990s bottlers of Coke and Pepsi employed low priced strategies in the super market channel in order to compete with store brands, Coke was more successful than Pepsi in international business due to its early lead as Pepsi had failed to concentrate on its international business after the world war and prior to the 70s. Pepsi however later sought to correct this mistake by entering emerging markets where it was not at competitive disadvantage with Coke as it failed to make any way in the European market (Allen, 2008).

In 1987, Uganda liberalized economy which led to the liberalization of the manufacturing sector in line with macroeconomic adjustment and structural reform with support from International Monetary Fund (IMF) and the World Bank (Mullins, 2000).

According to Ogong, (2011) the liberalization of manufacturing industry has revitalized Uganda's manufacturing industry since Century Bottling Company Ltd (Coca-Cola) Crown Beverages Ltd (Pepsi-Cola), Highland natural mineral water, Victoria Beverages Ltd, Blue Wave Beverages Ltd, House of Eden (U) Ltd, Hema Beverages Ltd, Delight (U) Ltd, Saturn Limited have all entered the Ugandan Market increasing competitive way. The intensified competition has led to an unsustainable price war which was accelerated competitive rivalry in the domestic market. However with market penetration still below the African average, hundreds of millions US dollars are being invested in new manufacturing industry.

According to Teneja, (2011) a critical analysis of Uganda's liberalized soft drink industry shows heightened competition among the

players mainly take form of price wars, this has caused the Uganda Manufacturers Association (UMA) the regulator of the industry to counter anti-competitive and price predatory practices in the industry by Soft drink companies charging prices that do not reflect the cost at which they deliver their services. This however attracted mixed reactions from the different players with in the soft drink industry. Currently the market looks quite unpredictable as most of the players are earn inconsistent profits from the services yet spending more to maintain their companies, pay staff and taxes amidst the rising cost of the dollar, transport and energy costs. Uganda Soft drink industry is not looking any predictable companies are making a lot of changes in management and marketing strategies they use in the market as major companies try to keep down the cost of operation. Century bottling company Ltd (Coca-cola) is not seeing good times, either, the glory days which the company experienced in the first few months are now in the past. There is always an unending retrenchment of workers in Century bottling company citing poor performance which is an indicator that the company is not doing well, such is equally being experienced by other industry players.

Statement of the problem

The battle to win over customers through the use of attractive pricing strategies by the soft drink companies in Uganda is getting harder every day, and one would wonder which of the companies will bow down to the weight of this challenge Ogong, (2011). Price wars in the soft drink industry are getting fierce as days go by, currently Uganda has nearly over twenty soft drink and water companies. The price wars in the industry have been caused largely by liberalization of the soft drink industry which has seen the flooding of the Ugandan

market with so many players with different strategies and tactics of doing business which has increased stiff or unhealthy price wars in the sector, this unhealthy price wars are indicated by the latest moves by the Uganda Manufacturers Association (UMA) the regulator of the industry to come up with proposals of a price floor to end anti-competitive and price predatory practices in the industry by soft drink and water companies charging prices that do not reflect the cost at which they deliver their services. The UMA argues that such cheap prices have resulted into significant loss of government revenue, incomes to the soft drink companies as well as distributors of the products, low GDP, loss of jobs due to reduced earnings, deterioration of quality of soft drink and water products such as low quality of packaged water, and substandard related products, bad reputation to the players in the industry and various ways including failure to conduct business and therefore need to be controlled. This tag of war, over who has the best profile is bound to create another argument- that perhaps soft drink companies can afford to lower their prices and still be able to stay in business.

It is on the basis of the above that the researcher chose to study pricing and business growth in the selected soft drink and water companies in central Uganda, since price wars seem to be new in the sector and little or no research perhaps could have been taken on the cost of persistent soft drink industry price wars or the brunt of ruthless price war that the government and companies are bearing that was sparked off by liberalization of the economy.

Purposes of the study

This study explored the various dimensions of pricing strategies, growth of soft drink industry, the cause and effect relationship of the two variables, test hypotheses of significant difference and no significant relationship between pricing and growth of soft drink industry, to bridge the gaps of previous studies and validate existing information based on the theory which the study adopted.

Research objectives

General; This study established the relationship between pricing strategies and business growth in selected soft drink companies in selected districts in central Uganda.

Specific; This study achieved the following objectives

1. To determine the profile of respondents in terms of age, gender, highest education qualification, working experience and Employment Company.
2. To determine the level of pricing [demand-based, cost-based, profit-based, and competition-based and other pricing objectives] of selected soft drink companies in selected districts in central Uganda.
3. To determine the level of growth in terms of sales, market share, profits, quality products, consumer satisfaction, owner satisfaction and employee satisfaction] of soft drink companies in selected districts in central Uganda.
4. To establish whether there was significant difference in the level of pricing and business growth among selected soft drink companies in selected districts central Uganda.

5. To establish the relationship between pricing and business growth in selected soft drink companies in selected districts in central Uganda.

Research questions

1. What was the profile of respondents in terms of age, gender, rank, education levels, business from, business sector and number of years in business?
2. What was the level of pricing [demand-based, cost-based, profit-based, competition based and other pricing objectives] in selected soft drink companies in selected districts in central Uganda?
3. What was the level of business growth in terms of [sales, market share, profits, customer satisfaction, owner satisfaction, quality products and owners satisfaction] in selected soft drink companies in selected districts in central Uganda?
4. Was there significant difference in the level of pricing and business growth in selected soft drink companies in selected districts in central Uganda?
5. Was there a significant relationship between pricing and business growth in selected soft drink companies in selected districts in central Uganda?

Null hypothesis

- 1) There was no significant difference between the level of pricing (demand-based, cost-based, profit-based and competition based strategies) in selected soft drink companies in selected districts in central Uganda.

- 2) There was no significant relationship between pricing and business growth in terms of sales, market share, profits, quality products, customer satisfaction, employee satisfaction and owner's satisfaction.

Scope

Geographical Scope

The proposed study was carried out in selected districts of Uganda consisting of Kampala, Masaka, Wakiso, Mukono, Mpigi, Mubende, in Uganda and others making in central Uganda.

Theoretical scope

The study was based on Drucker's (1920) Three Sigma's Theory of business, which states that fundamental pricing decisions/assumptions made about society, markets and products are key for business growth.

Content scope

The study focused on how pricing strategies (demand-based, cost-based, profit-based and competition based) affects growth of selected soft drink companies in selected districts in central Uganda. The respondents in the research were the employees in the selected soft drink companies in selected districts in central Uganda who were proportionately represented.

Time scope

The study was carried out between June to august 2012 and considered the operations of selected soft drink companies between 2009-2012.

Significance of the study

The findings of the study will be used by government agencies such as Uganda Manufacturers Association (UMA), Uganda National Bureau of Statistics (UNBS), and Uganda Revenue Authority (URA) to evaluate the role of pricing on business growth as they come up with policies affecting soft drink firms in central Uganda.

The study findings will help policy makers in different soft drink firms (crown beverages, century bottling company, high land natural mineral water, and wavah water) to come up with informed decisions concerning pricing and growth of soft drink industry in central Uganda.

The study findings will be used as reference for future researchers in the study or related studies having contributed to operational definition of concepts, literature and methodology for such future studies.

The study findings will be used by future investors both local and international who hope to invest in the soft drink industry to enter the industry with enough information on which business strategies to use.

Operational Definitions of Key Terms

For the purpose of this study, the following terms were operationally defined.

Pricing strategy refers to methods companies use to price their products and services. Conceptualized in this study as demand-based, cost-based, profit based and competition based.

Demand –based pricing strategy is one which emphasizes customers response to a price over other considerations conceptualized as skimming, penetration, prestige, price lining' odd-even bundle pricing and demand backward pricing.

Cost-based pricing strategy is one which emphasizes the marketers costs over other pricing considerations conceptualized as mark up pricing, cost-plus and experience curve pricing.

Profit-based is when prices are set to meet/reach certain profit targets. Conceptualized in this study as target profit, target return pricing strategy and experience curve pricing.

Competition based strategy is one on which the price charged is based on what others charge, setting a price that equals to higher than or lower than rivals. Conceptualized as customary, promotional, every day low, competitive bidding and negotiated pricing in this study.

Pricing objectives are descriptive of what a company wants to achieve through pricing its products or services.

Business growth is the attainment of something desired, attempted or planned such as mission, vision, goals and objectives by the business. Conceptualized as sales, market share, quality products, customer satisfaction owners' satisfaction, and employee satisfaction.

Sales volume is the quantity or number of goods sold or services sold in a specified period.

Profits refer to the positive gain from an investment or business operation after subtracting for all expenses opposite of loss.

Customer satisfaction is a measure of how produce and service supplied by a company meet as sourpuss customer expectation.

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work.

Sustainable growth in business sustainable growth is the realistically attainable growth that accompany could maintain without running into problems

It is the maximum growth rate that a firm can sustain without having to increase financial leverage.

Strong reputation refers to the position one occupies or the standing that one has in the opinion of others, in aspect to attainments, integrity and the like.

A quality product refers to the perception of the degree to which the products or service meets the customer's expectations.

Profile refers to the characteristics of the respondents in terms of age, gender, employee designation rank, position in the organization, level of income and highest education qualification.

Price refers to the value that will purchase a definite quantity, Weight or other measure of a good or service.

Price wars refers to amount situation in which (usually two) powerful competitors try to undo each others market share by progressiveness reducing prices until one of them retreats, at least temporarily.

Competition refers to the rivalry in business for customers or markets.

Business failure is inability to achieve the intended, expected or desired out come by the business.

Level of Growth refers to any firm whose business generates significant positive cash flows or earnings, which increase at significantly faster rates than the overall economy. A growth company tends to have very profitable reinvestment opportunities for its own retained earnings.

Level of Price refers to the average of current prices across the entire spectrum of goods and services produced in the economy. In a more general sense, price level refers to any static picture of the price of a given good, service or tradable security. Price levels may be given in small ranges, such as with securities prices or presented as a discrete value.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas From Authors/Experts

Pricing Strategy

According to Etzel (2001) pricing strategy refers to the various methods companies use to charge their products and services.

In this study, pricing strategy is conceptualized to be referring to Demand-based pricing, cost-based pricing, profit-based pricing and competition based pricing.

Demand – based pricing is when you place more emphasizes on the influence of customer needs and interest than on the influence of costs, profits or competition. Among the demand – based strategies are skimming pricing, penetration pricing, prestige pricing, price lining, odd-even pricing, bundle pricing and demand backward pricing (Lamb, 2004).

Skimming pricing is a pricing strategy in which a new product is initially priced high to attract customers who are willing to pay for unique benefits and high quality. You “skim the cream” from your target market when you use this strategy, appealing first to early adopters who are willing to pay more for an innovative product that has a few, if any substitutes, over time you can reduce your price to attract successive customer segments that are somewhat more price sensitive from the start you are able to generate high sales revenues finance additional market expansion (William, 1999).

Penetration pricing is a pricing strategy in which a new product is given a low initial price to attract many customers quickly while discouraging competitors. This is the opposite of skimming rather than pricing high initially, you price low to penetrate the market and move rapidly from the introduction to the grown stage of the product life cycle. This strategy builds sales momentum and reduces unit costs so you can gain market share and reduces unit costs so you can gain market share and reach break even in short order. It also attracts customers who are price sensitive, which is good for products with highly elastic demand. It also gives competitors second thought about entering the market due to low prices and prospects for low profit (Cateora, 2002).

Prestige pricing is the strategy of setting a higher price than competitors to attract customers who are willing to pay more for a product that is higher in quality or status. It's particularly effective when customers associate high quality with high price (Mc Cathy, 1993).

Pricing lining is a pricing strategy in which you set a separate, specific price for each product in your line. You want customers to link each product's value its selling price and to recognize the relative differences among products in the line. In addition, the highest and lowest prices in your product line should reinforce the perceptions you want customers to have of your products and brand overall (Churchill, 2004).

Odd-even pricing is a strategy in which prices end in a certain digit, retailers in particular attempt to influence customer perceptions by means of odd-even pricing. Prices end in odd numbers and not round numbers. For example \$ 39.99 and not \$ 40.00. The rationale

behind this is that people tend to examine prices from left to right. Thus a unit priced \$ 39.99 seems a bargain compared with one costing \$ 40.00. (Kottler *et al*, 2006).

Buddle pricing; this is a strategy of setting one price for a package (bundle) of two, three, or more products. The bundle you offer- and the price you set- will reflect the value customers time as customers perceptions change and competitors enter and leave the market, you should be ready to respond by changing your bundle products and pricing (Wickels et al, 1997).

Demand backward pricing is when a price that will create a desired level of demand is determined first, the product is then developed and interested to fit that price. With this approach, all the activities connected with production, value- chain management, and marketing are tailored to fit the price that has been set. Thus you watch your costs, select raw-materials, and components, examine the margins required by resellers, and do everything else necessary to keep the price at the point where it will generate the expected demand (Solomon Etal, 3003)

Cost – based pricing this pricing strategy that emphasizes the markets costs over other pricing considerations. There are three cost – based pricing strategies which include mark-up pricing, cost plus pricing, and experience curve pricing (Etzel 2001).

Mark-up pricing, is a strategy in which resellers in the marketing channel set prices by adding a standard, pre determined percentage to the cost of each product. The percentage to be added known as a markup is intended to cover costs and return a profit (Lammio 2001).

Cost- plus pricing is a strategy in which a marketer adds a certain amount or percentage to cost to arrive at the products selling

price. Many business to business marketers and professional firms to business marketers and professional firms select this pricing strategy which is similar to make up pricing by retailers and other channel partners. To implement cost plus pricing you add either a fixed dollar amount or percentage to your total costs. In this way, your price covers your costs and yields a profit (Kenner, 1983).

Experience curve pricing is a strategy of selecting a low price to maximize sales while keeping total costs down made possible as a marketer gains technical proficiency in making a product (Evans et al, 2002).

Profit based pricing strategy is a strategy of establishing a dollar amount as percentage of revenue you want to achieve through pricing and then you set prices to reach such targets. Two types of profit based pricing are target profit pricing and target return pricing (Mc Cathy, 2002).

Target return pricing strategy is where prices are set to reach a specific measure of profit, such as returns on sales return on investment or return on assets (Crawford, 2000).

Target- profit pricing with this, you establish the specific amount of profit to be achieved through pricing. The target may be a percentage of a unit or total for a period (Barns, 1999).

Competition based pricing; this is where a price is based on what others charge, setting prices that is equal to, higher than or lower than that of rivals. At times prices are set by bidding against competitors. Competition- based pricing covers a range of strategies including customary pricing, promotional pricing, everyday low pricing, competitive bidding and negotiated pricing (John, 1996).

Competition pricing strategies is when prices are based on what others charge; setting a price that is equal to, higher than or

lower than that of rivals. At times prices are set bidding against competitors. Competition based pricing strategies include customary pricing, promotional pricing, everyday low pricing, competitive bidding and negotiated pricing (Mc Cathy, 2002).

Customary pricing is pricing a product according to a traditional or standardized price. It assumes customers won't accept any price other than the one they are accustomed to. Promotional pricing is a strategy of temporarily setting and communicating lower prices on selected products. Loss-leader pricing is a strategy of pricing selected products well below what competitors ordinarily charge to attract customers. Everyday low pricing is a strategy that calls for setting prices that are constitutently low. This is done to avoid the seesaw of raising and lowering prices that characterizes promotional pricing strategies. Competitive bidding and negotiated pricing. The competitive bidding statutory is used by government and business buyers to induce suppliers to try to outdo each other on price. Negotiated pricing is a system in which marketer and customer discuss and agree on price (John, 1996).

Business Growth

Delighton (2002) refers to business growth as the achievements of something desired, planned or attempted such as a mission, vision, goals and objectives by the business. In this study business growth refers to dimensions such as profits, sales, quality products, market share, customer satisfaction, employee satisfaction, strong reputation, sustained growth and owner's satisfaction.

A sale is the total dollar amount collected for goods and services provided. Sales are the lifeblood of a business. It's what helps you pay employees, cover operating expenses, buy more inventory,

market new products, and attract investors. Sales can be tracked through sales forecasting is a business runs more efficiently, saving money on excess inventory, increasing profit and serving customers better (Allen, 2008).

Profit is the difference that arises when a firm's sales revenue exceeds the total costs. This can be shown in equation revenue. Total cost = profit. There are different types of profits, profits are important because they provide a measure of growth of a business, they help in expanding business, management to attract fluids from investors, payments to owners of business and reinvestment in business (Belch, 1998).

Product quality is "fitness for purpose" or a quality product is one that meets the needs and requirements of its customer. Customer quality standards involve creating customer satisfaction, exceeding consumer expectations, and delighting the consumer. It can be done through quality assurance and quality management. Good quality helps determine a firm's success in a number of ways such as customer loyalty, strong brand reputation, retailers stock the product, perceived value, fewer returns and replacements, reduced losses and attracting and retaining staff (Lamb, 2005).

Market share is a percentage of a market accounted for by a specific entity. Increasing market share is one of the most important objectives of business. It's used to measure business performance and a key indicator of market competitiveness by indicating how well a firm is doing against its competitors. It helps fore cast a company's future prospects. If a company's market share is increasing, this indicates the company's resources are growing at a rate faster than the industry average (Kurtz, 1998).

Strong Business reputation is an accumulation of perceptions and opinions about an organization that reside in consciousness of its stakeholders. Reputation is a critical intangible asset. It is an indicator of past performance and future prospects. It is the single most valuable asset of most business's future value by influencing stakeholders' behavior and future earnings potential and prospects. The greatest benefit of a good reputation is the better of good will it provides, which can enable a business to instant future shocks. This "reputation capital" or equity" underpins stakeholder trust and confidence is due business (Evans et al, 2002).

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass Customer expectation. It is the number of customers, or a percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceed specified satisfaction goals. Customer satisfaction is a key performance indicator within business and is often a balanced scorecards, businesses strategy, and key differentiator in businesses that compare for customers. Customer satisfaction provides leading indicators of consumer purchase intentions, market perceptions and loyalty. These metrics determine business success (Mullins, 2000).

Employee satisfaction: is a worker's sense of achievement and success generally perceived to be linked directly to productivity as well as to personal well being business success is also measured by the satisfaction of the business employees, it is in putting premiums on its staff, a company inspire excellence and decreases staff remover and increases profits. It is important for business managers and owners to implement faster employees' satisfaction in a business as this is a key feature in building the success of a business. Although it takes time

and a lot of patience, never the less, investing in systems will result in your employees contributing more to their business staff satisfaction improves relationship with employers and fosters camaraderie between co- employees and helps build enthusiastic, energized, and determined workforce employees company management must be ready to fulfill its obligations to its staff. Employee management skills are needed to fulfill is end-management can measure staff satisfaction through employee satisfaction survey (Weltz, 2000).

Sustained growth is the realistically attainable growth that a company could maintain without running into problems. A business that grows too quickly may find it difficult to fund the growth. A business that grows too slowly or not at all may stagnant. Funding the optimum growth rate is the goal. A sustainable growth rate is the maximum growth rate that a company can sustain without having to increase financial beverage. In essence, finding a company's sustainable growth rate answers the question. How much can this Company grow before it must borrow money? To calculate this company must know how profitability it is based on a measure of its return on equity (ROE) sustainable growth is important for planning healthy corporate growth, accessing credit, and measuring business success (Truit, 2002).

Demand –based pricing strategies and business Growth.

The demand –based pricing strategies the study will deals with include skimming pricing, penetration pricing, prestige, pricing, price limning, odd-even pricing, bundle pricing and demand backward pricing.

Skimming pricing and Business Growth

Skimming pricing helps in introduction of new products when products are initially priced high to attract customers who are willing to pay for unique benefits and high quality. It helps the company to "skim the cream" from its target market. Overtime prices can be reduced to attract successive segments. Price skimming encourages and promotes innovations and invention of new products and services as it helps in recovering of initial costs hence leading to increased sales, profits and growth which may result in business growth (Thomice, 2003).

Penetration pricing and business Growth

Penetration pricing helps to attract many customers quickly while discouraging competitors. It builds sales momentum and reduces costs so as to gain market share and break even in short order. It attracts customers who are price sensitive, good for products with high elastic demand and low prices give competitors second thought entering the markets. This is turn leader to business growth as customers are attracted by low prices (Drummond, 2002).

Prestige pricing and business Growth

Prestige pricing involves charging high prices to attract customers who are willing to pay for quality or status class. Prestige pricing helps in segmenting the market on the basis of pricing. It helps in satisfying customers who associate price with high quality, who seek recognition and value through the price, may pay. The strategy helps in satisfying the half. Better of a company who are a reliable source of income? This increases market share, sales volume and profits which can lead to business growth (Juran, 2002).

Price lining and business Growth

Price lining involves setting a separate, specific price for each product in your line. Price lining breeds organizational success as it attracts customers to buy products at different prices which are charged, this increases sales, and profits of the organization which contribute to success (Iarnham, 2005).

Odd- even pricing and business Growth

Odd-even pricing encourages customers who are price sensitive to buy products; customers tend to examine the numbers from left to right. This encourages many to use products knowing that they are cheap and results in high sales volume which leads to increased business profits and sustained growth (Lamb, 2004).

Bundle pricing and business Growth

Bundle pricing helps in attracting customers who are much interested in quantity. Products that are bought in bundles stimulate customers to buy more this leads to high sales volume from large numbers which subsequently leads to high profits, market share, sustained growth and business growth (Kotler, 1999).

Demand – Backward pricing and business Growth

Demand- backward pricing helps business to operate within desired costs as costs are established first and prices that will create a desired market response set. This strategy is customer centered as prices set are affordable to customers. This increases demand for organizational products which leads to increased sales and profits and subsequently growth (William, 1999).

Cost-based Pricing and Business Growth

The types of cost – based pricing are mark-up pricing, cost plus pricing and expansion curve pricing.

Cost-plus pricing is effective strategy for dealing business- to- business customers and professional firms. It attracts channel partners to carry your products to the final consumers. This helps in making products available to customers in the right places which increase sales and profits to the business (Hisrich, 2010).

Target- Profit Pricing and Business Growth

Target- profit pricing strategy guarantees profits to the business through prices set, the profits realized motivate the business owners, help in pay workers, fund reinvestment which leads to business growth (Hughes, 2007).

Target- returns Pricing and Business Growth

Target-return pricing strategy is effective in meeting business targets such as return on sales, return on investment or return on assets.

This helps to meet business goals and objectives, provides owners satisfaction and keep business running, this leads to business growth (William, 1999).

Competition – based Pricing and Business Growth

The competition – based pricing strategies the study will deal with are customary pricing, promotional pricing, everyday low pricing and competitive bidding negotiated pricing strategy (Zikumand, 1997).

Customary Pricing and Business Growth

Pricing a product at a customary or standardized price fosters quick product acceptance since the market is used to the price and also discourage price wars from rivals or competitors. This helps in survival in the market place for the business since there is limited price competition (Zikumand, 1997).

Promotional Pricing and Businesses Growth

Promotional pricing is helpful in countering competitive pressures, draw new customers, enter new markets, break into new customers segments, or open a new location. This helps in generating maximum sales volume from selling too many customers which results into high profit levels for the business, growth and business growth (Solomon, 2003).

Everyday Low Pricing and Business Growth

Everyday low pricing is good as it avoids the seesaw of raising and lowering prices that characterizes promotional pricing strategies, helps material products seem relatively high and your products relatively low all the time, this helps strengthen relationships with customers who want to feel they're paying a reasonable price every time they buy (William, 2002).

Competitive Bidding and Negotiated Pricing and Businesses Growth

Competitive bidding is helpful in helping an organization get raw materials from suppliers at reasonable prices since suppliers try to outdo each other on price to win tender rule helps to reduce costs to the business which leads to business growth (Evans, 1993).

Theoretical Perspective

In the study, the researcher viewed business growth as special case, and hence made use of various business growth theories, which asserts that there are factors (referred to as pricing strategies in this study) influence business growth (Drucker, 1920) several studies have examined the causes of high and low business growth from this theoretical orientation or perspective such as (Drucker, 1920). The very theory adopted in the study was Drucker (1920) three sigma's theory of business which states that fundamental pricing decisions/assumptions made about society, markets and products are key for business growth. Since the future is uncertain and the social environment is constantly changing every business and organization should periodically examine their fundamental assumption or decisions to see if they continue to reflect the current realities they face and if not how should they be changed, if this is done it will result in increased sales and profits, market share, customer satisfaction, strong reputation and sustained growth which subsequently leads to business growth.

Related Studies

Several studies have discussed pricing strategies and business growth in different contexts and from different points of orientation for example;

Ellison (2010) in the study of pricing strategies in an online market with high frequency price information established that firms that were able to adjust prices continuously determined how the firms were ranked and listed with better ranks contributing to a firm's sales and growth.

Kalypso (2009) in the study of pricing strategy in the specialty chemical and manufacturing industry established that after implementing the new pricing strategy model, the client saw revenues increase by 2% in the first year and net profitability improved by 14%. Today, the client uses pricing as a competitive tactic.

Chaloupka et al (2004) in the study about the impact of cigarette prices on smoking among youth, young adults and adults, and evaluate how this understanding affected company pricing and price related marketing strategies, established that pricing and price related promotions are among the most important tools employed by tobacco companies tobacco company documents provide clear evidence on the impact of cigarette prices on cigarette smoking, describing how tax related and other price increases lead to significant reductions in smoking particularly among young persons and that price related marketing such as multi-pack discounts, comparing and others leads to increased company sales and business growth.

Bowen *et al* (2009) in the study of management of business challenges among small and micro enterprises in Nairobi- Kenya established that SMEs among other strategies to overcome challenges SMEs have to use fair pricing, discounts and special offers, offering a variety of services and products, superior customer services and continuously improving quality of service delivery. The research concludes that business success is a consequence of embracing a mix of strategies.

Limlingan's study (1986) of overseas Chinese trading companies in south East Asia (demon) stressed that the business growth of these companies was based on a marketing strategy of low margin out high turnover. Through low margin sales and the use of credit extension, overseas Chinese businesses were able to move surplus stock and

increased market share. While the strategy reflected the traditional Chinese golden rule of retail. "Boliduo Xiao"- "thin profit, vast sales" it was also part of a broader strategy to develop business and social networks by building personal relationships (guanxi) of mutual trust and obligation.

Sainio (2005) in the study of operational levels of pricing in the context of soft ware business established that strategic and operational levels of pricing are strongly intervened and contribute a lot to business growth in the industry.

Myers (2002) in the study of export pricing strategy and success of multi- national corporations established that firms engaged export marketing must develop an effective export pricing strategy (EPS) to penetrate foreign markets and realize business success.

Korgankar et al (2006) in the study of e- business performance established that management, market and financial factors were the separating factors between winners and losers in E-business.

Wood (2011) in the study upps airline company established that profitability of their international presence is a direct result of both the internal and external initiatives that the company had undertaken.

Kazooba (2006) in the study of causes of small business failure in Uganda established that among the causes of business failure are lack of business plans, high taxes, load shedding, lack of capital, poor market, high rent charges and wrong pricing.

Balunywa (2003) in the study of entrepreneurship and small business enterprise growth in Uganda established that organizations are successful because of the entrepreneurial behavior of their leaders and the entrepreneurial culture prevalent in the organization.

Kato (2002) in the study pricing and success of coca-cola in central Uganda established that good pricing strategies such as penetration pricing where they charge low prices to gain access to a new market, bundle pricing where the firm charges in a bundle of products sold as one package, geographical pricing where they charge different prices for different regions, Psychological pricing where the organization charges a price for product depending on how consumers emotional respond to products rather than on a rational basis among other strategies.

Kaye (2005) studied customer satisfaction and business success of MTN established that customer satisfaction is one of the major factors that contribute to success of MTN in Uganda because the organization understand that finding new clients is generally have costly and different than serving existing or repeat clients, as such a well satisfied client will be the organizations ambassador to tell others how good the services are to new prospects.

However, though various related studies have been done on this topic, there is still a wide knowledge gap to be filled, especially regarding the researchers variables of pricing strategies and business success, the justification for study is therefore to fill these gaps on;

Content; Majority of related studies on business success have been on independent variables of innovation, advertising, business skills, quality and customer care, it therefore important to consider pricing strategies on business performance. **Contextual;** Majority of the studies have been done either outside Uganda or outside the soft drink industry, it is therefore important to carry out research that is with in Uganda and specifically in the soft drink industry. **Time;** The studies carried out are for a long time and since then has been various changes in the

business environment or world over, it is important therefore to update the findings or find out if what was found out is still valid. It is the above justification/ basis that make researchers work new and desirable to fill knowledge gaps.

CHAPTER THREE

METHODOLOGY

Research Design

The study used descriptive correlation and descriptive comparative. The study was a survey since it involved a large sample, descriptive in that data collected were used to describe phenomenon, co-relation in that the study is interested in relating pricing strategies (demand – based, cost- based pricing, profit – based and competition based) to business growth and pertinent data was collected from the respondents once and for all to reduce on time and costs involved on such a large population; comparative in that the study determined whether there was significant difference in the level of pricing strategies and business growth among soft drink companies in selected districts in central Uganda.

Research Population

In the study, the research population comprised of 435 employees of selected soft drink companies in selected districts in central Uganda. Four companies were selected through simple random sampling. All the categories of employees (top level managers, middle level managers, and lower level managers) were involved as they are all directly affected by whatever pricing strategy used which in turn affects business growth.

Sample Size

The minimum sample size was computed using Slovene's formula, which states that, for any a given population, the required sample size is given by;

$n = \frac{N}{1 + N(e^2)}$, where; n = the required sample size; N known population size; and e = the level of significance, which is 0.05. Given a total population of 435 respondents in central Uganda, a sample of 208 respondents was used as illustrated below.

$$n = \frac{435}{1 + 435(0.05^2)}$$

$$n = \frac{435}{1 + 435(0.0025)}$$

$$n = \frac{435}{1 + 1.0875}$$

$$n = \frac{435}{2.0875}$$

$$n = 208$$

Sampling Procedures

The research population of 435 (which include 120 Coca-cola employees, 100 Wavah water employees, 110 Pepsi-cola employees and 105 Highland Natural Mineral water respondents being large, a sample of 208 respondents was used got using stratified random sampling to reduce costs, of doing research and to increase the degree of accuracy of the study (sanders et al, 2005) regarding sample size, the sampling frames (i.e. employees) in selected companies were stratified according to departments in selected soft drink companies in selected districts in Uganda in central Uganda. Then proportionate systematic random samples were chosen from the respective stratum sampling frames.

Table 1A
Respondents of the Study

Company	Research population	Sample size
Coca-Cola	120	62
Wavah water	100	41
Pepsi-Cola	110	55
Highland Natural Mineral water	105	50
Grand total	435	208

Research Instruments

There were three sets of questionnaires directed towards employees in soft drink companies in selected companies in severed districts in central Uganda. One was on profile of respondents, another on pricing strategies and another on business growth. The

questionnaire also consisted of the main title and introductory letter, with a bio-data question, to help classify respondents.

The questionnaire on pricing strategies (independent variable) consisted of **32**, questions divided un five, subsection distributed as follows, **8** questions on demand – based pricing strategies items **1- 8**, **4** questions on cost – based pricing strategies items **9 – 13**, **3** questions on profit – based pricing and items **14-16**, **5** questions on competition – based pricing items **17 – 21** and **11** general items, **22- 32**. all questions in this section were close ended, based on four likert scale ranging from one to four where; **1** = strongly disagree, **2** = disagree, **3** = agree, **4** = strongly agree.

The questionnaire on business growth (dependent variable) consisted of **35** questions divided **7** in sub-sections distributed as follows; **5** questions on sales items **1- 5**; **5** questions on market share items **6- 10**; **5** questions on profits items **11- 16**; **3** questions on quality products items **17 – 29**; **6** questions on customer satisfaction items **20 – 25**; **5** questions on owners satisfaction items **30 – 35**. all questions in this section were close ended, based on four likert scale, ranging from one to four, where; **1** = strongly disagree, **2** = disagree, **3** = agree **4** = strongly agree.

Validity and Reliability of the Instruments

The researcher tested for validity and reliability on the pricing strategies questionnaire which was non- standardized, content validity was achieved by making sure that items on the questionnaire conform to the study's conceptualization, supervisors and other senior staff in KIU who are experts in the field of study helped evaluate the relevance, wording and clarity of questions or items in instrument. Pre-

testing for reliability was done by administering the questionnaire to employees in the actual study.

Reliability was tested using Cronbach alpha method and CVI validity which made questionnaire to be declared reasonably reliable or consistent .

While on business growth, the construct and criterion validity of the business growth questionnaire was empirically proven by Porter (1980) that was adopted in the study.

Data Gathering Procedures

The following data collection procedures were implemented.

A. Before Administration of the Questionnaires.

The researcher requested for an introduction letter from the college of higher degrees and research addressed to the authorities of soft drink firms under study for the researcher to be permitted to conduct the study. The letters were the criteria for selecting the respondents and the request to be provided with the list of employees from the selected soft drink companies. After approval, the requested list of respondents provided to the researchers by the selected soft drink firms which were used by the researchers as a guide in identifying the participants of the study, a few which pre-testing of the instrument on pricing followed.

The researcher prepared questionnaires and discussed with selected research assistants and briefed them on sampling techniques and data gathering procedures.

The researcher used the table of respondents (table 1) to determine the number of participants.

B. During the Administration of the Questionnaire Specifically,

The researcher together with research assistant requested the respondents: (1) To sign the informed consent; (2) to answer all questions hence should leave no question unanswered; (3) to avoid biases and to be objective in answering questionnaires.

The researcher together with researcher assistants tried to collect back the questionnaire within two weeks from the date of distribution. All questionnaires retrieved were checked if completely filled out.

Data Analysis

To determine the profile of respondents, the frequency and percentage distribution was used.

The mean was used to compute for the level of pricing strategies and business growth. To interpret the obtained data, the following numerical values and descriptions were used.

Table 2A
Data Analysis

	Description	Interpretation
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Moderate
1.00-1.75	Strongly disagree	Low

Fisher's one way analysis of variance (ANOVA) was utilized to test the hypothesis for difference between means at 0.05 level of significance.

Pearson linear correlation (PLC) was used to test the hypothesis on correlation between pricing strategies and business growth at 0.05 level of significance.

Regression analysis was used to determine the influence of pricing on business growth.

Ethical Considerations

To ensure utmost confidentiality for the respondents and the data provided by them as well as reflect ethics practiced in this study the following will be done;

1. All questionnaires were coded to provide anonymity of the respondents.
2. Respondents were requested to sign the informed consent.
3. Authors quoted in this study were recognized through citations and referencing.
4. Presentations of the findings were generalized.

Limitations of the Study

The researcher used an acceptable (0.05 level of significance) 5% margin of error in view of the following anticipated threats to validity with relevance to this study; extraneous variables such as honesty of the respondents where some of the respondents were not expected to say the truth but the researcher probed further to establish the truth when deemed necessary, personal biases beyond the researcher's control will be encountered but the researcher did what it takes to avoid biases. Beyond that, other threats to validity of the findings such as attrition, instrumentation and testing were also involved but solved during data collection.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter presented, analyzed and interpreted data gathered from the field on profile of respondents, level of pricing strategies' level of business growth, significant differences between the degree of pricing strategies and business growth in selected soft drink companies central Uganda and the relationship between pricing strategies and business growth in selected soft drink companies central Uganda.

Profile of respondents

Respondents in the study were described according to age, gender, and marital status, highest level of education, working experience, and Soft Drink Company. In each case respondents were asked through a close ended questionnaire, to provide their perspective profile information, to enable the researcher classify and compare them accordingly. Their responses were analyzed using frequencies and percentage distributions as summarized in table 3 below;

Table 3
Profile of Respondents
n= 208

Category	Frequency	Percent
Age group		
20-39	130	61
40-59	78	39
60 and above	00	00
Total	208	100
Gender		
Male	138	67
Female	70	33
Total	208	100
Marital status		
Single	20	9
Married	178	84
Divorced	10	7
Total	208	100
Highest level of education		
Diploma	17	8
Degree	166	80
Masters	25	12
PhD	00	00
TOTAL	208	100
Working experience		
Below 3 years	10	5
Between 3-7 years	70	34
Above 8 years	127	61
Total	208	100
Soft drink company		
Century bolting company	62	30
Crown beverages ltd Uganda	55	26
High land natural mineral water ltd.	50	24
Wavah water ltd Uganda	41	20
Total	208	100

Source: primary data 2012

Table 3 showed that most of the respondents in the study were of age group between 20-39 (61%), while the rest were of age group 40-59. This was because employees in the youthful age are preferred because they are still energetic and can afford to work for more extended hours, beyond scheduled time if need arises. In relation to gender majority of the sample respondents were male (67%) and

(33%) female. This is in line with African statistics that indicate men dominate office work.

In terms of marital status, majority of the sample respondents were married (84%) while the rest were single (9%) and others divorced (7%) this is because majority of the working population are of adult age and have enough income to sustain marriage relationship. new entrants are young and still single, where as the elderly are most found to divorce and live single life.

Regarding highest level of education, majority of the sample respondents had university bachelor's degree (80%) the rest had diploma (8%) and masters (12%) this was because most organizations employ educated employees who can deliver quality services. In relation to working experience majority of the sample respondents (61%) had worked for above 8 years, this indicated high retention capacity of the companies. In terms of distribution of soft drink companies, findings indicate that respondents were fairly distributed although century bottling company (30%) and crown beverages (26%) dominated as they are leading players in the industry.

Level of pricing strategies

The independent variable in this study was pricing strategies, operational zed into demand- based, cost- based, profit – based, competition based and other pricing objectives. Pricing strategies was measured using questions divided in five sub sections distributed as follows 9 questions on demand based pricing, 4 on cost- based pricing, 3 on profit based pricing, 5 on competition based pricing and 11 on other pricing objectives. All questions on pricing strategies were likert scaled using four points ranging between 1= strongly agree, 2= disagree, 3=agree, 4= strongly agree. Respondents were required to indicate the extent to which they agree with each of the items or

statements by filling the number that best describes their preparations. Their responses were analyzed and described using means as sanctioned in table 4.

Table 4A
Level of Pricing Strategies in Selected Soft Drink Companies in Selected Districts
Central Uganda
n= 208

Demand- based pricing strategies	Mean	Interpretation	Rank
Your organization consults its employees about which demand based pricing strategy to use	3.86	Very high	1
Demand based pricing strategies help the organization achieve its objectives like growth	3.83	Very high	4
Your organization uses skimming pricing	3.72	Very high	7
Your organization uses penetration pricing	3.85	Very high	2
Your organization uses prestige pricing	3.73	Very high	6
Your organization uses price lining	3.83	Very high	4
Your organization uses old –even pricing	3.84	Very high	3
Your organization uses bundle pricing	3.63	Very high	8
Your organization uses demand – backward pricing	3.58	Very high	9
Average mean	3.76	Very high	
Cost – based pricing strategies			
Your organization puts costs of production into consideration before coming up with a pricing strategy	3.77	Very high	1
Your organization uses mark up pricing	3.79	Very high	2
Your organization uses cost plus pricing	3.68	Very high	3
Your organization uses experience curve pricing	3.62	Very high	4
Average mean	3.69	Very high	
Profit based pricing			
Pricing strategies generate adequate profits for the organisation	3.58	Very high	2
Your organization uses target – based pricing	3.58	Very high	2
Your organization uses target –return pricing	3.72	Very high	1
Average mean	3.62	Very high	
Competition based pricing			
Your organization pricing strategies are influenced by what others charge	3.66	Very high	4
Your organization uses customary pricing	3.69	Very high	2
Your organization uses promotional pricing	3.68	Very high	3
Your organization uses everyday low pricing	3.55	Very high	5
Your organization uses competitive bidding & negotiated pricing	3.84	Very high	1
Average mean	3.68	Very high	

Source: primary data 2012

Table 4B
Level of Pricing Strategies in Selected Soft Drink Companies in Selected Districts
Central Uganda
n= 208

Other pricing objectives	Mean	Interpretation	Rank
Your organization updates its pricing strategies	3.76	Very high	4
Your organization prices its products/ services in line with value for money	3.75	Very high	5
Your organization prefers pricing strategies that attract customers	3.60	Very high	11
Your organization uses pricing strategies that suit the needs of the market	3.74	Very high	6
Your organization uses pricing to compete on the market	3.95	Very high	2
Your organization builds relationships with stakeholders using pricing strategies	3.369	Very high	8
Your organization prices its products and services differently	3.74	Very high	6
Your organization uses pricing strategies that meet the standards of the regulatory authorities	3.81	Very high	3
Your organization adopts pricing strategies that help the organization realize sales and profit	3.68	Very high	9
Your organization adopts pricing strategies that help the organization meet its objectives	3.96	Very high	1
Your organization uses pricing strategies that increase market share for the organization	3.65	Very high	10
Average mean	3.75	Very high	
Overall average mean	3.70	Very high	

Source: primary data 2012

Table 4C
Summary on summary of Pricing Strategies and Business Growth of Selected Soft
Drink Companies in Selected Districts Central Uganda
N=208

Pricing strategies indicators	Mean	Interpretation	Rank
Demand based pricing	3.76	Very high	1
Other pricing objectives	3.75	Very high	2
Cost based pricing	3.69	Very high	3
Competition based pricing	3.65	Very high	4
Profit based pricing	3.62	Very high	5
Overall mean	3.70	Very high	

Source: primary data 2012

Results in Table 4A, 4B, and 4C showed that there are different levels of pricing strategies. Respondents rated the level of demand

based pricing strategies to be Very high (mean= 3.76) equivalent to strongly agree, other pricing objectives Very high (mean= 3.75) equivalent to strongly agree, cost based rated Very high (mean =3.69) equivalent to strongly agree, profit based pricing was also rated Very high (mean= 3.62) equivalent to strongly agree and also competition based pricing was rated to be Very high (mean= 3.68) equivalent to strongly agree on likert scale. Overall, all items on pricing strategies were related to be Very high (mean= 3.70) indicating that the soft drink companies used various pricing strategies.

Level of business growth

The dependent variable of this study was business growth operationalised as sales, market share, profits, employee satisfaction, owner's satisfaction, customer satisfaction and quality products. Each aspect was measured using different questions in the questionnaires; each question was rated on likert scale where 1= strongly disagree, 2=disagree, 3=agree and 4= strongly agree. This objective was set to determine the level of business growth where respondents were required to rate the level of business growth by indicating the rate to which they agree with each item. They had to do this by filling in the number that best describes their perceptions. Their responses were analyzed and described using means as summarized in table 5A and

Table 5A
Level of Business Growth of Selected Soft Drink Companies in Selected Districts
Central Uganda
n=208

Business growth indicators	Mean	Interpretation	Rank
Sales			
Sales in your organization are high compared to other players in the market	3.33	Very high	4
Sales in your organization are increasing compared to other players	3.33	Very high	4
Sales in your organization are set to be increasing in future	3.44	Very high	3
Sales in your organization are as good as other players in the industry	3.51	Very high	2
Sales in your organization meet your organization expectations	3.82	Very high	1
Average mean	3.48	Very high	
Market share			
Market share of your organization is high compared to other players	3.83	Very high	1
Market share of your organization is increasing because of charging consumer friendly prices	3.65	Very high	4
Market share of your organization is set to be increasing in the future compared to other players	3.63	Very high	5
Market share of your organization faces little or no challenges	3.76	Very high	2
Market share of your organization is as big as the organization expects	3.74	Very high	3
Average Mean	3.72	very high	
Profits			
Net profits in your organization are high compared to other players in the industry	3.70	Very high	2
Net profits (after deducting taxes and interest) in your organization are high	3.62	Very high	4
Net profits in your organization are set to be measuring in the future	3.57	Very high	5
Net profits in your organization are as good as the best players in the market	3.63	Very high	3
Net profits in your organization satisfy organizational expectations	3.73	Very high	1
Average mean	3.65	Very high	
Quality products			
Yours organization produces products and services that are reliable	3.66	Very high	4
Your organization provides products that are safe	3.65	Very high	5
Your organization produces that customers want	3.67	Very high	2
Your organization provides products services that are accessible to consumers whenever needed	3.55	Very high	7
Your organization communicates to consumers in the language they last understand and listens to them	3.82	Very high	1
Average mean	3.66	Very high	

Source: primary data 2012

Table 5B
Level of Business Growth of Selected Soft Drink Companies in
Selected Districts Central Uganda
n=208

Consumer satisfaction	Mean	Interpretation	Rank
Your organization gives consumers value for their money	3.72	Very high	2
Your organization offers consultant channel of distribution management for its services	3.70	Very high	1
Your organization keeps consumers informed	3.61	Very high	4
Your organization offers well after sales services	3.70	Very high	3
Average mean	3.69	Very high	
Employee satisfaction			
Your organization pays you on time	3.85	Very high	1
Your organization pays you're commensurately to your efforts.	3.70	Very high	4
Your organization gives employees benefits that are adequate	3.75	Very high	3
Your organization of employees	3.77	Very high	2
Your organization offers safe working environment for its employees	3.70	Very high	4
Average mean	3.75	Very high	
Owners satisfaction			
Your organizations earnings per share are better than those of other players in the market	3.80	Very high	2
Your organizations gives earnings per share on time	3.64	Very high	5
Earnings per share in your organization are set to be increasing	3.73	Very high	4
Your organization is committed to keep safe earn per share for its share holders	3.81	Very high	1
Your organization keep share holders informed of the latest development	3.75		3
Average mean	3.74	Very high	
Overall average mean	3.67	Very high	

Source: primary data 2012

Table 5C

Summary Table on Level of Business Growth of Selected Soft Drink Companies in Selected Districts Central Uganda

Business growth indicators	Mean	Interpretation	Rank
Sales	3.48	Very high	7
Market share	3.72	Very high	3
Profits	3.65	Very high	6
Quality products	3.66	Very high	5
Customer satisfaction	3.69	Very high	4
Employee satisfaction	3.75	Very high	1
Owners satisfaction	3.74	Very high	2
Overall mean	3.67	Very high	

Source: Primary data 2012

Table 5A, 5B, and 5C results showed that the level of Business growth was very high in selected districts in central Uganda. All business growth indicators were measured, as perceived by the respondents. Employee satisfaction was rated very high (mean= 3.75) rated very high on the likert scale; owner's satisfaction was rated high (mean= 3.74) rated strongly on likert scale, market share was rated very high (mean= 3.72) rated strongly agree on likert scale; customer satisfaction was rated very high (mean= 3.69) rated strongly agree on the likert. Scale; quality products was rated very high (mean= 3.66) rated strongly agree on likert scale, profit level was rated high (mean= 3.65) rated strongly agree on likert scale and sales high (mean =3.18) rated strongly agree on the likert scale. Overall mean on business growth indicators was high (mean= 3.67) rated strongly agree on likert scale.

Significant difference between the Level of pricing strategies and business growth

The fourth objective of the study was to determine whether there was significant difference between the level of pricing strategies and business growth of selected soft drink companies in selected districts in central Uganda. To determine this the researcher compared the mean perceptions computed in table 4 and 5 for respondents involved in this study, using fisher's one way analysis of variance (ANOVA) results of which are indicated in table 6 below;

Table 6
Significant Difference Between The Level Of Pricing Strategies And Business Growth

Pricing strategies Vs Business Growth		Mean	F-Value	Sig.	Interpretation	Decision on Ho
Demand based pricing	Between Groups	.026	.210	.935	No significant difference	Accepted
	Within Groups	.125				
Competition based pricing	Between Groups	.065	1.307	.021	No significant difference	Rejected
	Within Groups	.000				
Other pricing objectives	Between Groups	.036	3.717	.384	No significant difference	Accepted
	Within Groups	.010				
Overall	Between Groups	.014	.637	.811	No significant difference	Accepted
	Within Groups	.023				

Source: Primary data 2012

One way ANOVA results in table 6 showed that there was no significant difference in the degree of pricing strategies and business growth in selected soft drink companies central Uganda. For example,

the overall mean perceptions obtained from all the three items analyzed did not significantly differ. For instance, demand ($F=0.210$, sig. = 0.935), competition ($F=1.307$, sig. = 0.021) and other pricing objectives ($F=3.719$, sig. = 0.384) and overall pricing was ($F=0.637$, sig. = 0.811) Therefore, basing on these results, the null hypothesis was accepted, leading to a conclusion that there was no significant difference pricing strategies and business growth in selected soft drink companies central.

Relationship between Level of pricing strategies and Business Growth of Selected soft drink companies in selected districts central Uganda.

The fifth objective of the study was to determine whether there was significant relationship between the level of pricing strategies and business growth of selected soft drink companies in selected districts in central Uganda. To determine this the researcher compared the mean perceptions in Table 4 and 5 for respondents involved in the study, using person's linear correlation coefficient (PLCC, r) results of which are indicated in table 7 below;

Table 7
Relationship Between the level of Pricing Strategies and Business Growth
(Sig 0.05)

Variables correlated	R-value	Sig	Interpretation	Decision on Ho
Pricing strategies Vs Business growth	.280	.121	No significant relationship	Accepted

Source: Primary data 2012

Table 7 results showed that there was no significant relationship pricing strategies and business growth ($r = .280$, $\text{sig.} = .121$). Leading to a conclusion that pricing strategies do not significantly influence business growth at a 5% level of significance.

Therefore the null hypothesis which states that "there is no significant relationship between pricing strategies and business growth in selected soft drink companies central Uganda" was accepted. To get a general picture on the overall relationship between all the categories of pricing strategies and items of business growth, two mean indices were computed for pricing strategies and business growth, after which the indices were linearly regressed, as per results in table 8.

Table 8
Regression Analysis between the level of Pricing Strategies
and Business Growth of Selected Soft Drink Companies in
Selected Districts in Central Uganda

Variables Regressed	Adjusted R ²	F-Value	Sig.	Interpretation	Decision on Ho
Pricing strategies Vs Business Growth	.048	2.548	.121	No significant effect	Accepted

Source: primary data 2012

The Linear regression results in Table 8 above showed that pricing strategies contribute over 48% towards variations in business growth as indicated by a high Adjusted R² of 0.048. This implies that

strict attention has to be put on pricing strategies if soft drink companies in central Uganda have to flourish.

These results led to a conclusion that pricing strategies significantly explains the high rates of business growth in selected soft drink companies' central, Uganda.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings, conclusions drawn and recommendations with relevance to specific objectives of this study.

Findings

A summary of the major findings are indicated below in answer to specific objectives of the study.

Profile of the respondents

Regarding age, most of the respondents were of age group 20-39 (61%) and the rest were 40-59. This was because youthful and energetic employees were preferred. In terms of marital status majority of the respondents were married (84%) while the rest were single (9%) and divorced (7%) on the highest level of education majority of the respondents were educated with university degrees (80%) Diplomas (8%), and masters (12%) respectively. This was because most companies preferred highly trained and competent workforce.

In relation to working experience majority of the sample respondents (61%) had work experience for above 8 years, and the sample respondents were fairly distributed among the selected soft drink companies although century bottling company (30%) and crown beverages (26%) dominated as they are the leading players in the industry.

Level of pricing strategies in selected soft drink companies in selected districts central Uganda

The findings revealed that there are different levels of pricing strategies. Respondents rated the level of demand based pricing strategies to be very high (mean=3.76) equivalent to strongly agree, other pricing objectives very high (mean=3.75) equivalent to strongly agree, cost based rated very high (mean=3.69) equivalent to strongly agree, profit based pricing was also rated very high (mean=3.62) equivalent to strongly agree and also competition based pricing was rated to be very high (mean=3.68) equivalent to strongly agree on likert scale. Overall, all items on pricing strategies were related to be very high (mean= 3.70) indicating that the soft drink companies used various pricing strategies.

Level of business growth of selected soft drink companies in selected districts, central Uganda

The findings revealed that the level of Business growth was very high in selected districts in central Uganda. All Business Growth indicators were measured, as perceived by the respondents. Employee satisfaction was rated very high (mean=3.75) rated very high on the likert scale; owner's satisfaction was rated high (mean=3.74) rated strongly on likert scale, market share was rated very high mean=3.72) rated strongly agree on likert scale; customer satisfaction was rated very high (mean=3.69) rated strongly agree on the likert. Scale; quality products was rated very high (mean=3.66) rated strongly agree on likert scale, profit level was rated high (mean=3.65) rated strongly agree on likert scale and sales high (mean 3.18) rated strongly agree on the likert scale. Overall mean on business growth indicators was high (mean= 3.67) rated strongly agree on likert scale.

Significant difference in the level of pricing strategies and level of business growth

The findings revealed that there is no significant difference in the level of pricing strategies and business growth in selected soft drink companies central Uganda. For example, the overall mean perceptions obtained from all the items analyzed did not significantly differ. For instance, demand ($F=0.210$, sig. = 0.935), competition ($F=1.307$, sig. = 0.021) and other pricing objectives ($F=3.719$, sig. = 0.384) and overall pricing was ($F=0.637$, sig. = 0.811) Therefore, basing on these results, the null hypothesis is accepted, leading to a conclusion that pricing strategies and business growth in selected soft drink companies central , Uganda significantly differed.

Relationship between the level of pricing strategies and business growth

Results showed that there was no significant relationship pricing strategies and business growth ($r = .280$, sig. = .121). Leading to a conclusion that pricing strategies do not significantly influence business growth at a 5% level of significance. Therefore the null hypothesis which states that "there is no significant relationship between pricing strategies and business growth in selected soft drink companies central Uganda" was accepted.

Regression analysis between the level of pricing strategies and business growth

The Linear regression results revealed that pricing strategies contribute over 48% towards variations in business growth as indicated by a high Adjusted R^2 of .048. These results led to a conclusion that pricing strategies significantly explains the high rates of business growth in selected soft drink companies' central, Uganda. This implied

that strict attention has to be put on pricing strategies if soft drink companies in central Uganda have to flourish.

CONCLUSIONS

Based on the study purposes the study concluded that there is no significant relationship between pricing strategies and business growth ($r = .280$, $\text{sig.} = .121$). The level of business growth was very high in selected districts in central Uganda. Employee satisfaction was rated very high (mean= 3.75), owner's satisfaction was rated high (mean=3.74), market share was rated very high mean=3.72), customer satisfaction was rated very high (mean 3.69), quality products was rated very high (mean=3.66), profit level was rated high (mean= 3.65) sales was rated high (mean=3.18) Overall mean on business growth indicators was high (mean=3.67). On the level of pricing strategies findings indicate that there are different levels of pricing strategies. Respondents rated the level of demand based pricing strategies to be very high (mean= 3.76), other pricing objectives were rated to be very high (mean= 3.75), cost based pricing very satisfactory (mean=3.69), profit based pricing was rated very high (mean 3.62), and competition based pricing very high (mean= 3.68). Over all, items on pricing strategies were rated to be very high (mean= 3.70) indicating that the soft drink companies used various pricing strategies. The findings indicate that there is no significant difference in the level of pricing strategies and business growth in selected soft drink companies central Uganda. The overall mean perceptions obtained from all the items analyzed had no significant difference. Therefore, basing on these results, the null hypothesis was accepted, leading to a conclusion that there was no significant difference between pricing strategies and business growth.

The Linear regression results revealed that pricing strategies contribute over 48% towards variations in business growth in selected soft drink companies central, Uganda as indicated by a high Adjusted R^2 of .048.

The study therefore did not significantly agree with Drucker (1920) Three Sigma's Theory of business which states that fundamental pricing decisions/assumptions made about society, markets and products are key for business growth. Since the future is uncertain and the social environment is constantly changing every business and organization should periodically examine their fundamental assumption or decisions to see if they continue to reflect the current realities they face and if not how should they be changed, if this is done it will result in increased sales and profits, market share, customer satisfaction, strong reputation and sustained growth which subsequently leads to business growth. However regression analysis shows that pricing strategies account for 48% variations in business growth which is not very significant but important.

RECOMMENDATIONS

Based on the findings of the study, the following were suggested.

Soft drink companies should develop proper marketing plans as this will help all employees and their managers to work towards common goals. In addition it will serve as a basis upon which actual and expected performance will be measured. Further still marketing plan will provide a sense of direction to the organization.

Soft drink companies should improve on their branding as this will help them to properly distinguish themselves before their customers in this highly competitive business environment.

Proper packing needs to be done by the soft drink companies as this will help ease their distribution and also help the members of distribution channel in easily carrying and distributing their products.

Soft drink companies need to improve on their marketing communications, specifically by tailoring their messages to the specific characteristics and interests of free selected customers. Modern ICTS can help the companies in achieving this objective.

Market segmenting and targeting needs also to be improved by the soft drink companies this will help in figuring out the rightful customers and therefore help to develop products that appeal and satisfy the selected customers.

Soft drink companies need to improve on their distribution strategy. This can be done specifically by creating company owned agents in various parts of the market. Further still partnership can be done with private retailers and wholesalers through giving them incentives like discounts, sharing advertising costs and giving them storage facilities for these products.

Soft drink companies need to improve on their product strategy management. Care should be taken in developing the proper product lines, product mix and other related product strategy decisions.

Soft drink companies need to improve on their innovativeness and creativity. They need to keep coming up with new products and services that appeal to customers.

Continuous market research needs also to be done by the soft drink companies so as to find out the needs and complaints of customers. Marketing research will also help the soft drink companies' in finding out whether their marketing strategies are meeting the objectives of the company.

Soft drink companies need also to improve on their competitive intelligence as this will help them to monitor the plans and actions of their competitors and react accordingly.

Soft drink companies should improve on the quality of their products and services as this will improve on the customer satisfaction levels and improve their market share.

Soft drink companies need to develop proper relationship management strategies as this will result into repeat business, positive word-of-mouth, increased sales and profits and subsequent business growth.

SUGGESTED AREAS FOR FURTHER RESEARCH

There is need to do research on new marketing technologies (ICTS) and communication effectiveness, further research can also be done on branding and business growth of selected soft drink companies in central Uganda.

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APPENDICES

APPENDIX 1A

TRANSMITTAL LETTER FOR THE RESPONDENTS

Questionnaires on pricing strategies and business growth of selected soft drink companies in selected district central Uganda

Dear Sir/Madam

Greetings

I am a candidate for masters of business administration (marketing option) at Kampala international university and am conducting a study on pricing strategies and business growth of selected soft drink companies central Uganda. The purpose of the study will fulfill my academic requirements so by filling this questionnaire, you have also contributed a great percentage towards my academic struggle.

Thank you very much for your cooperation.

Yours faithfully

MR. MUGUME TOM

Masters candidate

APPENDIX 1B

INFORMED CONSENT

In signing this document, am giving my consent to be part of the research study of Mr. Mugume Tom that will focus on pricing strategies and business Growth.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initial : _____

Date: _____

APPENDIX IIA
RESEARCH INSTRUMENT
FACE SHEET: PROFILE OF THE RESPONDENTS

Code# _____ Date received by respondent _____

SECTION 1: QUESTIONNAIRE ON RESPONDENT'S PROFILE

Gender: Male _____ Female _____

Age: Below 20-39 _____ 40-59 _____ 60& above _____

Marital Status

Single _____ Married _____ Divorced _____ Widowed _____

Highest Level of Education

Diploma _____ Degree _____ Masters _____ PhD _____

Soft drink company _____

Working experience

Below 3 years _____ 3-7 years _____ 8years & above _____

APPENDIX IIB

QUESTIONNAIRE TO DETERMINE DEGREE OF PRICING STRATEGIES

Please describe the level of pricing strategies in your organization, respond to each item by using the scoring guide below, and kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

SCORE	RESPONSE	DESCRIPTION
4	Strongly agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly disagree	You disagree with no doubt at all.

Demand-based pricing strategies

1. ____ Your organization consults its employees on which pricing strategy to use
2. ____ Demand-based pricing strategies help the organization achieve its objectives like market share
3. ____ Your organization uses skimming pricing
4. ____ Your organization uses penetration pricing
5. ____ Your organization uses prestige pricing
6. ____ Your organization uses price lining
7. ____ Your organization uses odd even pricing
8. ____ Your organization uses bundle pricing
9. ____ Your organization uses demand – backward pricing.

Cost-based pricing strategies

10. ____ Your organization considers costs of production before coming up with a pricing strategy

- 11. _____ Your organization uses mark up pricing
- 12. _____ Your organization uses cost plus pricing
- 13. _____ Your organization uses experience curve pricing

Profit-based pricing strategies

- 14. _____ pricing strategies used generate adequate profits for the organisation
- 15. _____ Your organization uses target – based pricing
- 16. _____ Your organization uses target – return pricing

Competition based pricing strategies

- 17. _____ Your organization pricing strategies are influenced by what others charge
- 18. _____ Your organization uses customary pricing
- 19. _____ Your organization uses promotional pricing
- 20. _____ Your organization uses everyday low pricing
- 21. _____ Your organization uses competitive bidding & negotiated Pricing

Other pricing objectives

- 22. _____ Your organization updates its pricing strategies to match Customer expectations.
- 23. _____ Your organization prices its products/ services in line with Value for money.
- 24. _____ Your organization prefers pricing strategies that attract Customers
- 25. _____ Your organization uses pricing strategies that are affordable To customers
- 26. _____ Your organization uses pricing compete on the market.
- 27. _____ Your organization builds relationships with customers using Pricing strategies
- 28. _____ Your organization prices its products and services

differently.

- 29. _____ Your organization uses pricing strategies that meet the standards of regulatory authority
- 30. _____ Your organization adopts pricing strategies that help the Organization realize sales and profits.
- 31. _____ Your organization adopts pricing strategies that help the organization meet its objectives
- 32. _____ Your organization uses pricing strategies that increase market share for the organization.

APPENDIX I1C
QUESTIONNAIRE TO DETERMINE DEGREE OF BUSINESS
GROWTH

Please describe the level of success in your organization, respond to each item by using the scoring guide below, and kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

SCORE	RESPONSE	DESCRIPTION
4	Strongly agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly disagree	You disagree with no doubt at all.

Sales

1. _____ Sales in your organization are high compared to other players in the market.
2. _____ Sales in your organization are increasingly high compared to other players in the market.
3. _____ Sales in your organization are set to be increasing in the future
4. _____ Sales in your organization are as good as the best player in the Market
5. _____ Sales in your organization meet your organization's expectations

Market share

6. _____ Market share of your organization is big compared to other players.

7. ____Market share of your organization is increasing because of Charging consumers friendly prices.
8. ____Market share of your organization is set to be increasing in the Future compared to other players in the market.
9. ____Market share of your organization faces little or no challenges to Maintain.
10. ____Market share of your organization is as big as the organization Expects.

Profit levels

11. ____Net profits in your organization are high compared to other Players in the market.
12. ____Net profits in your organization are high after dedicating taxes And interests.
13. ____Net profits in your organization are set to be increasing in future.
14. ____Net profits in your organization are as good as the best players in the market.
15. ____Net profits in your organization satisfy your organization's expectations.

Quality of products

16. ____Your organization produces products / offer services that are reliable
17. ____Your organization produces services that are safe (ie used without causing danger or risk to the consumers.
16. ____Your organization provides services that are safe (i.e used without causing danger or risk to the consumers.
17. ____Your organization provides products / services in time

(without causing delays to the consumers).

18. ____ Your organization produces products / services in time
(without causing delays to the consumers).
19. ____ Your organization provides products/ services that are
accessible to consumers when ever needed.

Customer satisfaction

20. ____ Your organization communicates to consumers in a language
they understand best and listen to consumers.
21. ____ Your organization gives consumers value for their money.
22. ____ Your organization offers constant channel of distribution
management for its services.
23. ____ Your organization keeps consumers informed
24. ____ Your organization offers well after sales services

Employee satisfaction

25. ____ Your organization pays you on time
26. ____ Your organization pays you commensurately to your efforts.
27. ____ Your organization gives employees benefits that are
adequate
28. ____ Your organization is committed to non discrimination at
Employees.
29. ____ Your organization offers safe working environment for its
employees.
30. ____ Your organization earnings per share are better than those of
other players the market.

Owner's satisfaction

- 31. _____ Your organization gives earnings per share in order on time.
- 32. _____ Earnings per share in your organization are set to be increasing in future.
- 33. _____ Your organization is committed to keep safe earn per share for its share holders.
- 34. _____ Your organization keeps share holders informed of the latest developments.

APPENDIX IIII
VALIDITY AND RELIABILITY TESTING

Overall Reliability Statistics on pricing strategies

Cronbach's Alpha	N of Items
0.821	32

Overall Reliability Statistics on business growth

Cronbach's Alpha	N of Items
0.873	34

TABLE I
TESTING THE VALIDITY OF THE
RESEARCH INSTRUMENTS
INDEPENDENT VARIABLE

QUESTIONS	Number of judges	Number of judges declared valid	Average
Your organization uses various pricing strategies	3	1	0.33
Your organization uses demand based pricing strategies	3	2	0.66
Your organization uses skimming pricing	3	1	0.33
Your organization uses penetration pricing	3	2	0.66
Your organization uses prestige pricing	3	1	0.33
Your organization uses price lining	3	3	1
Your organization uses old –even pricing	3	2	0.66
Your organization uses bundle pricing	3	2	0.66
Your organization uses demand – backward pricing	3	1	0.33
Average mean			0.55
Cost – based pricing strategies			
Your organization uses cost based pricing	3	2	0.66
Your organization uses mark up pricing	3	2	0.66
Your organization uses cost plus pricing	3	2	0.66
Your organization uses experience curve pricing	3	3	1
Average mean			0.71
Profit based pricing			
Your organization uses profit based pricing strategies	3	2	0.66
Your organization uses target – based pricing	3	1	0.33
Your organization uses target –return pricing	3	1	0.33
Average mean			0.44
Competition based pricing			
Your organization uses competition based pricing	3	2	0.66

Your organization uses customary pricing	3	3	1
Your organization uses promotional pricing	3	3	1
Your organization uses everyday low pricing	3	1	0.33
Your organization uses competitive bidding & negotiated pricing	3	1	0.33
Average mean			0.66
Other pricing objectives			
Your organization updates its pricing strategies to match customer expectations	3	2	0.66
Your organization prices its products services in line with value for money	3	1	0.33
Your organization prefers pricing strategies that attract customers	3	3	1
Your organization uses pricing strategies that are affordable to customers	3	2	0.66
Your organization uses pricing to compete on the market	3	2	0.66
Your organization builds relationships with customers using pricing strategies	3	3	1
Your organization prices its products and services differently	3	2	0.33
Your organization uses pricing strategies that meet the standards of the regulatory authorities	3	3	0.66
Your organization adopts pricing strategies that help the organization realize sales and profit	3	2	0.66
Your organization adopts pricing strategies that help the organization meet its objectives	3	3	1
Your organization uses pricing strategies that increase market share for the organization	3	1	0.33
Average mean			0.66
Overall average mean			0.60

Source: primary data 2012

$$CVI = \frac{\text{Average of the IV+DV}}{2} = \frac{1.01+0.60}{2} = 0.805$$

TABLE II
TESTING THE VALIDITY OF THE
RESEARCH INSTRUMENTS
DEPENDENT VARIABLE

QUESTIONS	Number of judges	Number of judges declared valid	Average
Sales			
Sales in your organization are high compared to other players in the market	3	3	1
Sales in your organization are increasing compared to other players	3	3	1
Sales in your organization are set to be increasing in future	3	3	1
Sales in your organization are as good as other players in the industry	3	3	1
Sales in your organization meet your organization expectations	3	3	1
Average mean			1.0
Market share			
Market share of your organization is high compared to other players	3	3	1
Market share of your organization is increasing because of charging consumer friendly prices	3	3	1
Market share of your organization is set to be increasing in the future compared to other players	3	3	1
Market share of your organization faces little or no challenges	3	3	1
Market share of your organization is as big as the organization expects	3	2	0.66
Average Mean			1.1
Profits			
Net profits in your organization are high compared to other players in the industry	3	3	1
Net profits (after deducting taxes and interest) in your organization are high	3	3	1
Net profits in your organization are set to be measuring in the future	3	3	1
Net profits in your organization are as good as the best players in the market	3	3	1
Net profits in your organization satisfy organizational expectations	3	3	1
Average mean			1.0
Quality products			
Yours organization produces products and services that are reliable	3	3	1
Your organization provides products that are safe	3	3	1
Your organization produces that customers want	3	3	1
Your organization provides products services that are accessible to consumers whenever needed	3	3	1
Your organization communicates to consumers in the language they last understand and listens to them	3	3	1
Average mean			1.0
Consumer satisfaction			
Your organization gives consumers value for their money	3	3	1
Your organization offers consultant channel of distribution management for its services	3	3	1

Your organization offers consultant channel of distribution management for its services	3	3	1
Your organization keeps consumers informed	3	3	1
Your organization offers well after sales services	3	3	1
Average mean			1.0
Employee satisfaction			
Your organization pays you on time	3	3	1
Your organization pays you're commensurately to your efforts.	3	3	1
Your organization gives employees benefits that are adequate	3	3	1
Your organization of employees	3	3	1
Your organization offers safe working environment for its employees	3	3	1
Average mean			1.0
Owners satisfaction	3	3	
Your organizations earnings per share are better than those of other players in the market	3	3	1
Your organizations gives earnings per share on time	3	3	1
Earnings per share in your organization are set to be increasing.	3	3	1
Your organization is committed to keep safe earn per share for its share holders	3	3	1
Your organization keep share holders informed of the latest development	3	3	1
Average mean			1.0
Overall average mean			1.01

Source: primary data 2012

APPENDIX IV SAMPLE SIZE COMPUTATION

Sloven's formula

$$n = \frac{N}{1 + N(e^2)}$$

Where; n= the required sample size;

N=the known population size;

e= the level of significance, which is=0.05

$$n = \frac{435}{1 + 435(0.05^2)}$$

$$n = \frac{435}{1 + 435(0.0025)}$$

$$n = \frac{435}{1 + 1.0875}$$

$$n = \frac{435}{2.0875}$$

$$n = 208$$

APPENDIX VA

TRANSMITTAL LETTER



Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 9th May, 2012

**RE: REQUEST MUGUME TOM MBA/17653/111/DU TO CONDUCT
RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Business Administration (Marketing).

He is currently conducting a research entitled **"Pricing Strategies And Business Growth of Selected Soft Drink Companies in Selected Districts in Central Uganda."**

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences,(CHDR)

NOTED BY:

Dr. Sofia Soli Gaita
Principal-CHDR



APPENDIX VB

AUTHORIZATION LETTER FROM ABC COCA COLA AGENTS KAWEMPE



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 9th May, 2012

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Yours truly,

**Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences, (CHDR)**

NOTED BY:

**Dr. Sofia Sol
Principal-CHDR**



Approved
Refer to your
on

**ABC COCA COLA AGENTS
KAWEMPE
DATE: 22/5/12**

APPENDIX VC

AUTHORIZATION LETTER FROM WAVAH WATER DISTRIBUTORS WANDEGEYA CENTRE



**KAMPALA
INTERNATIONAL
UNIVERSITY**



Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

*Conduct research
with U.S. Bank
+256 772198
Manage*

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 9th May, 2012

**RE: REQUEST MUGUME TOM MBA/17653/111/DU TO CONDUCT
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Yours truly,

**Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences, (CHDR)**

NOTED BY:

**Dr. Sofia Sol
Principal-CHDR**



APPENDIX VD

AUTHORIZATION LETTER FROM HIGHLAND MINERAL WATER INDUSTRIAL AREA



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

*Received by
Mr. Malinga Ramadhan
22/07/12*

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

HIGHLAND MINERAL WATER
P.O. BOX 37 K/LA
INDUSTRIAL AREA
1 STREET

Date: 9th May, 2012

**RE: REQUEST MUGUME TOM MBA/17653/111/DU TO CONDUCT
RESEARCH IN YOUR ORGANIZATION**

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Any assistance rendered to him will be highly appreciated.

Yours truly,

**Mr. Malinga Ramadhan
Head of Department
Economics and Management Sciences,(CHDR)**

NOTED BY:

**Dr. Sofia Sol
Principal-CHDR**



APPENDIX VE

AUTHORIZATION LETTER FROM PEPSI DEPOT NDEEBA CENTRE



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 9th May, 2012

As. Manager
Permit
DATE 15/05/12
**RE: REQUEST MUGUMETOM MBA/17653/111/DU TO CONDUCT
RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Business Administration (Marketing).

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Any assistance rendered to him will be highly appreciated.

Yours truly,

**Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences, (CHDR)**

NOTED BY:

**Dr. Sofia Sol
Principal-CHDR**



CURRICULUM VITAE

A. PERSONAL DATA

Name	: Mr. Mugume Tom
Place of Birth	: Kyenjojo District
Date of Birth	: 27/07/1987
Sex	: male
Marital Status	: Single
Nationality	: Ugandan
Email	: mugumetm@gmail.com
Contact	: 0777295599

B. SUMMERY OF EDUCATION

2011-2012	Kampala international university MBA (Marketing option) (Candidate)
2007-2010	Bachelors Degree in marketing Management, Kampala international university
2005-2006	Uganda Advanced Certificate of Education, St. Leos College Kyegobe
2001-2004	Uganda Certificate of Education Standard St. Leos College Kyegobe
1993-2000	Primary Leaving Examinations, Kyenjojo Primary School

F. LANGUAGE PROFICIENCY

English	speaking	Writing	Hearing
Luganda	Excellent	good	outstanding
Runyankole	good	average	Excellent
Rutoro	very good	good	Excellent

F. HOBBIES

- a. Making friends
- b. Traveling
- c. Reading novels

I. REFEREES

1. Dr. Gulebuyo Muzamir Said
Deputy Principal IODL
Kampala international university
Tel: 0777698561
- 2 Mr. Ssali Mashood
Lecturer
Kampala International University
P.O.Box 20000
Kampala.
Tel.0772482012
3. Mr. Claude Mukanganwa
General Manager,
Southern Union Insurance Brokers,
Kampala Uganda
Tel. 0772760118