

**THE RELATIONSHIP BETWEEN MARKETING
COMMUNICATION AND MARKETING PERFORMANCE OF
POST BOX SERVICES: A CASE STUDY OF POSTA UGANDA.**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT
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DECLARATION

I, Elisha Kaweesa, do declare that this report is my original work and has never been presented to any institution for any academic award.

Signed.....

Date.....

APPROVAL

This report by Elisha Kaweesa has been submitted for examination with our approval

as supervisors.

SIGN.....

Date.....

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SIGN

Date.....

Mr. Ben Mugerwa

DEDICATION

This dissertation is dedicated to my Aunt Annet Nakigozi, My Sister Rosette Nakaweesa and Madam Winnie Namuddu.

ACKNOWLEDGEMENT

Great piece of work is done, not by just a few people, but by great people who work together. This great piece of work is a result of such people. I wish to convey my sincere gratitude to individuals who assisted me during the course of this study and management of Posta Uganda for allowing me to conduct this study in their organization.

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ABBREVIATIONS

CSR:	Corporate Social Responsibility
MKTC:	Marketing Communications
MKTP:	Marketing Performance
NDP:	National Development Plan 2010/11 – 2014/15
SMS:	Short Messaging Service
UCC:	Uganda Communication Commission
UMI:	Uganda Management Institute
UPL:	Uganda Post Limited

ABSTRACT

The study set out to examine the relationship between marketing communication and marketing performance of post box services at Posta Uganda. It adapted a cross-sectional survey and data was collected from a sample size of 199 using self administered questionnaires and interviews. The objectives of the study were: to establish the relationship and influence advertising, public relation relations, personal selling and sale promotion has on marketing performance of Post Box Services at Posta Uganda. The findings of the study revealed that: there is a positive moderate relationship between advertising and marketing performance, Public relations has a strong relationship and positively, sales promotion also has a positive relationship and personal selling has a strong relationship and positively influence marketing performance of post box services. The study concluded that comprehensive planning of advertising and public relations campaigns improves marketing performance, careful planning and execution of sales promotion leads to improved marketing performance and management of personal selling was very vital to improve marketing performance. It was therefore recommended that Posta should take deliberate action to advertise post box services, come up with a public relations strategy to address how public relations activities are executed, implement well planned sales promotion campaign and effectively manage its sales team to improve marketing performance of post box services. Conclusively results indicate that the four component of marketing communication can predict up to 41.2% of the variance in marketing performance. So it's highly recommended that the company takes deliberate action to actively engage in marketing communication activities to improve marketing performance of post box services.

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

The study aimed at examining the relationship between marketing communications and marketing performance in Business Oriented Public sector organizations in Uganda, A cross sectional study of Posta Uganda. This chapter covers the background to the study and statement of the problem. It also considers the purpose of the study, research questions, hypotheses, conceptual framework, scope, significance of the study and definitions of terms and concepts.

1.1 BACKGROUND TO THE STUDY

1.1.1 Historical Background

Marketing Communication started way back before seventeenth century according to Slywotzky & Morrison (1998). During that period people would know little about the products and services available to them within the society. Verbal announcements on the beat of the drum or distribution of hand written material were common mode of telling people about something that pertain them. Other means were Babylon tablets, criers in ancient Greece which were used to proclaim new laws and were also used by the traders.

In the middle of fifteenth century there was a new invention of printing process. This invention of printing press was a major evolution that led to news paper advertisement. In 1704 the first news paper “The Boston News – Letter” appeared which contained information about notices of slaves for sale, real estate’s advertisement, sale of articles, wine, clothes and arrival and departure of ships.

In 1890s marketing communication increased more because manufacturers' sought to create brand names and also familiarize buyers with their products. This was due to mechanization and increased mass production in much of western countries. The economic depression in 1890s also caused a need to maintain demand and advertising was the tactic used. And in 1900 advertising in news papers was supplemented by advertising on streetcars, billboards and magazines (Walter Dill Scot, 1903).

Mass media marketing continued to grow after the World War II. Manufacturers were scrambling for market share and this was supported by mass marketing campaigns. However change of all sort occurred like changing markets for example the size of Europe as one market or challenge from Asia. This impacted marketing communication, multinational companies' ability to communicate internationally has been grappled with since 1960s in terms of communicating with members of global village (Slywotzky & Morrison, 1998)

According to Schultz and Kitchen (2000) companies in their bid to gain a competitive position are focusing on marketing communication. However marketing communication is shifting from emphasizing individuality of advertising, sales promotion, personal selling and public relations to Integrated Marketing Communication. Integrated marketing communications requires integration and coordination of an organizations many communication channels to deliver a clear, consistent and compelling message about the organization and its products (Kotler 2000).

The rise of internet since 1990s and online social networks has spawned the biggest shake up in the marketing communication environment in recent times. Today customers reigns

over the business world, with choice in one hand and multiple sources of information – including his or her mobile – enabled social network in the other hand. In this environment, integrated marketing communication is vital (Wheelan & Hunger, 2008).

Shimp (2009), marketing communication has changed overtime, while companies are communicating to their target audience, they consider all methods of communication available to them in order achieve the desired marketing objective. This is because of increased reliance on highly targeted communication methods. So in bid to reach the target customers, all means of marketing communication should be considered in order to reach the target audience and achieve expected response.

Tonny and Philip (2002) adds that prohibitive cost of developing individual brands, coupled with increasing products of retail, has made it difficult for standalone brands to compete in many markets and this explains much of the focus today on corporate brand management and corporate communication. It's argued that the corporate brand is now a major discriminator in consumer choice rather than just functional attribute of an object produced by the firm. So both integrated marketing communication and integrated corporate communication have to be ready to reach out to world and local markets.

Kotler (2000) adds that accountability issues are also affecting the trend of marketing communication. The funds spent must yield measurable results or gains in terms of market share, sales, brand awareness and customer loyalty has to be achieved successfully.

Baack and Claw (2010) suggest that advances in information technology and communication have totally changed the market place. Consumers are now able to purchase goods from any part of the world and delivered to them in just days. Consequently it has become important to integrate all tools of communication if a firm is to reach consumers, gain more sales and also maintain its market share.

Actually the advance in information technology and communication has increased the alternative media available to companies. In Uganda, there has also been a remarkable transformation in information, communication and technology. There are many television stations, radio stations and the number of internet users is increasing every day. From the National Development Plan (2010/2011 – 2014/2015), it's indicated that currently there are 41 licensed television stations, 199 licensed radio stations and the number of internet users has grown to 4millions. The growth of digital technology in the country has led to internet advertising like using company website, social media and other websites which are sources of information.

Outdoor advertising has also grown dramatically and there so many companies that are considering this as a means of communication to their target audiences. There has also been an increase to communication using the point of sale like in banking halls, supermarkets, shops etc

1.1.2 Theoretical Background.

The study was guided by the Hierarchy of effect model proposed by Lavidge and Steiner (1961). The model holds that consumer's behavior is influenced by diversity of perspectives at the stages of pre purchase and purchase. The model deals with way consumers process and ultimately use advertising stimuli to respond to different product

influence and brand choices. The model holds that consumers respond to marketing messages in structured way, based on how they think, feel and on what they do. The process begins with product awareness and results into actual purchase and plays a fundamental role in how advertiser develop efficient marketing communication through the route of cognition, affection and doing that in order.

The model was chosen because it looks at different marketing communication objectives and desired marketing outcome in terms of marketing performance. It explains how marketing communication is enhancing brand equity and affecting behaviors of customers. This means moving a customer to favorable actions towards the brand; which involves customers trying the product, repeat purchase and becoming loyal to the brand.

In this study, the model was used to measure impact of marketing communication on consumer behavior and sales volume. That is the effectiveness of marketing communication to influence consumer from level of unawareness to actual purchase. According to Colley (1961) suggests that a hierarchy of marketing communication objectives should be used by managers to measure marketing communication effects rather than focusing on sales alone. The mode was used to measure awareness, product knowledge and sales volumes of post box services.

1.1.3 Conceptual Background

The concepts that guided this study was marketing communication and marketing performance. According to Tonny (2006) Marketing Communication is the process by which a marketer develops and presents stimuli to a defined target audience with the purpose of eliciting a desired set of response.

In this study four elements of marketing communication were used. These are advertising, Sales promotion, Public Relations, and Personal Selling. These enable audiences to engage with products, services, brands and organization. With this customers interpret and perceive products or services in a way that is favorable which builds brand value and equity.

According to Fill (2006) Advertising refers to structured and composed non personal communication of information, usually paid for and persuasive in nature, about goods and services by an identified sponsor through various media. In this study advertising meant any paid form of non personal communication of post box services in the prime media: that is television, radio, news papers, billboards and websites with an intension of informing and persuasion.

The study also looked at personal selling as a means through which Posta communicate with the target audiences and influence them acquire post box services. Personal selling is a face to face selling away from a fixed location. It involves ascertaining and then satisfying the needs of a buyer to a mutual long term benefit of both parties and also building relationships (Arens, Schaefer & Weigold, 2009, p. 447). In this study personal selling refers to oral communication with potential buyers of post box services with an intention to make a sale. The study focused on sales management which involves staffing, training, support and motivation and initiatives made to make sales.

Fill (2006, p.680) “Public relations is the planned and sustained efforts to establish and maintain goodwill and mutual understanding between organization and its publics” In

this study Public relations refers to communication about the Posta and post box services by placing the information about them in the media, aimed at promoting public confidence through accurate dissemination of information regarding Post box Services. The study focused on the public relations activities which involved sponsorship, corporate social responsibility and press releases. Sponsorship means cash in kind or other forms. Corporate social responsibility being activities to pay back to society and press releases meaning articles in news papers concerning Post box services.

Sales promotion is described as promotional methods using special short-term techniques to persuade members of a target market to respond or undertake certain activity (Fill 2006). In this study sales promotion refers to the provision of incentives to customers to stimulate demand for a post box services and these involve price offs, premiums, coupons and discounts.

According to Baack and Claw (2010), marketing performance of any organization is determined by its market share, Return on investment, sales revenue, brand awareness and the general profitability in relation to its competitors. In this study marketing performance will be measured using brand equity and sales volumes.

Brand equity according to Shimp (2010) is the extent people are familiar with the brand and stored memory favorable, strong and unique brand associations. Associations are particular thoughts and feelings consumers have linked in memory with Posta. Brand equity means the outcomes extending from company efforts to enhance brand value. These included brand awareness, brand image and sales volumes and revenue.

Brand awareness according to Shimp (2010), is the issue of whether a brand name comes to mind when customers think about a particular product category and the ease with which the name is evoked. If the level of awareness is high, the higher chance when it comes to purchase a service will be preferred to others.

Brand image these are thoughts that are activated in memory when people think about a particular brand. This could be favorability, strength and uniqueness.

1.1.4 Contextual Background.

Posta Uganda was incorporated in 1998 following the divestiture of Uganda Post and Telecommunication Corporation under the communication Act of 1997. The Company is under the Ministry of Information, Communications and Technology. The company has a universal obligation to offer universal and un-interrupted postal services throughout the country. This is a requirement under the UN Convention to which Uganda is a signatory. So the Government of Uganda does this through Posta Uganda. The company has a mandate to provide a wide range of communication, financial and logistical services in the country.

Posta Uganda domestically has the largest network in the country with offices up to the sub county level. It also has a fleet of buses almost traveling to all regions of the country and do assist in mail conveyance country wide. Besides the company has also vehicles, motor cycles to do local deliveries and contracts also exist with international airlines for international deliveries.

This company has a sales and marketing section under department of Corporate Services. This section is responsible to grow the business, generate sales revenue and promote the services the company offers to its customers. It also handles the marketing communication activities in the company with the public relations under managing director's office.

In 2002, the marketing section took up a branding strategy in which the company registered a new trade name Posta Uganda and in 2010 a new logo or trade mark was also registered. These appear in all company sales points, internal and external stationery, official cars, motorcycles, buildings and media messages. This was to give a company a new look and even improve its performance.

The company in bid to communicate to its customers uses radio advertising, direct mailing, personal selling, press releases, sales promotion and point of sale advertising is also considered but only at the post offices country wide. Printed materials like flyers, brochures are also given out as a means to communicate to the target audiences. Exhibitions are also used as point of interface with customers to pass on any information to customers.

Although the company uses all those means to communicate to its customers, the usage of postal services is low because customers are not educated about the postal services available to them (National Development Plan 2010/11 – 2014/15, p. 127). This really affects the performance of company.

To achieve high performance, the company has also adopted a strategy of revenue diversification. Product and service diversification has been preferred route for high performance. Diversification of products and services covers both related and un related services. These include parcels and logistics, mail related services, retail and financial services.

This has led to introduction of the box related services which include Easy mail services; postage prepaid and direct mailing services. However the number of customers that sign up these services is small at an average of six customers per year for postage prepaid, one customer for Easy mail and three customers for direct mail per year.

The performance of box rental is also low because there boxes which are not rented out yet NDP indicates that the penetration level is low to meet the needs of customers. According to the Uganda Communications commission (2011, p.7) indicates that there is one letter box for every 94 households.

1.2 Statement of the Problem

Marketing communication plays an important role in achieving the marketing performance of the organization. It involves achieving marketing and financial goals of the organization (Smith, 1998). These are achieved through the promotion mix which involve advertising to create awareness and building brand value, sales promotion to induce customers take action, public relations to generate good will and shaping corporate image, and personal selling to persuade and remind customers take appropriate actions. Posta Uganda has also made numerous efforts to promote its services through personal selling, advertising, public relations and sales promotion. Various communication tools like direct mail, personal selling, radio adverts, exhibitions, print adverts and use of printed materials like flyers, brochures have been used to create brand equity and drive sales. However the awareness of Post Box services has remained low as per NDP (2010/11 – 2014/15, p.127). The sales volumes of Post box services has also remained low for the last four years as per internal records whereby out of 26,449 box owners at general post office, 102 customers (0.4%) have signed for easy mail service, and on average per year there are six and three customers signing up for postage prepaid and Direct mail services respectively.

Uganda Communication Commission (8th Issue 2011, p.7) indicates that the current penetration level in Uganda is one letter box for every 94 households (1:94). The internal records on box rental at Posta Uganda indicates that, the company has 76,275 boxes out of which 5715 (7.49%) are not rented out. Basing the existing data it clearly indicates that even the existing penetration level of (1:94) as indicated by Uganda Communication Commission is not met because the few boxes existing at UPL are not fully utilized.

This situation needs to be addressed because the company will continue failing to meet its revenue targets from the services. It will also frustrate the government efforts to rejuvenate the use of postal services countrywide by expanding the postal network to all sub county level so that consumers are able to access the services more easily as per NDP (2010/11 – 2014/15, p. 130). So it's prudent that a study be carried out to assess the relationship between marketing communication and marketing performance of Post Box services and establish facts that will guide strategic decisions as regards marketing communication in the company.

1.3 PURPOSE OF THE STUDY

The study sought to examine the relationship between marketing communication and marketing performance of Post Box services at Posta Uganda.

1.4 OBJECTIVES OF THE STUDY

The objectives of the study were;

1. To establish the relationship and influence advertising has on marketing performance of Post Box Services at Posta Uganda.
2. To determine the relationship and extent to which Public relations affect marketing performance of Post box services at Posta Uganda.
3. To examine the relationship and influence of personal selling on marketing performance of Post box services at Posta Uganda.
4. To assess the relationship and effect of sales promotion on marketing performance of Post box services at Posta Uganda.

1.5 RESEARCH QUESTIONS

1. What is the relationship and influence advertising has on the performance of post box services at Posta Uganda?
2. To what extent do Public relations affect marketing performance of Post box services at Posta Uganda?
3. What is relationship and influence of personal selling on marketing performance of Post box services at Posta Uganda?
4. How does sales promotion affect marketing performance of Post box services at Posta Uganda?

1.6 RESEARCH HYPOTHESES

1. Advertising has significance influence on the marketing performance of Post Box services at Posta Uganda.
2. Public relations activities used in Posta Uganda influences marketing performance of Post Box Services at Posta Uganda.
3. Personal selling significantly affects marketing performance of Post Box services at Posta Uganda.
4. There is an influence of sales promotion on marketing performance of post box services at Post Uganda.

1.7 CONCEPTUAL FRAMEWORK

Figure 1

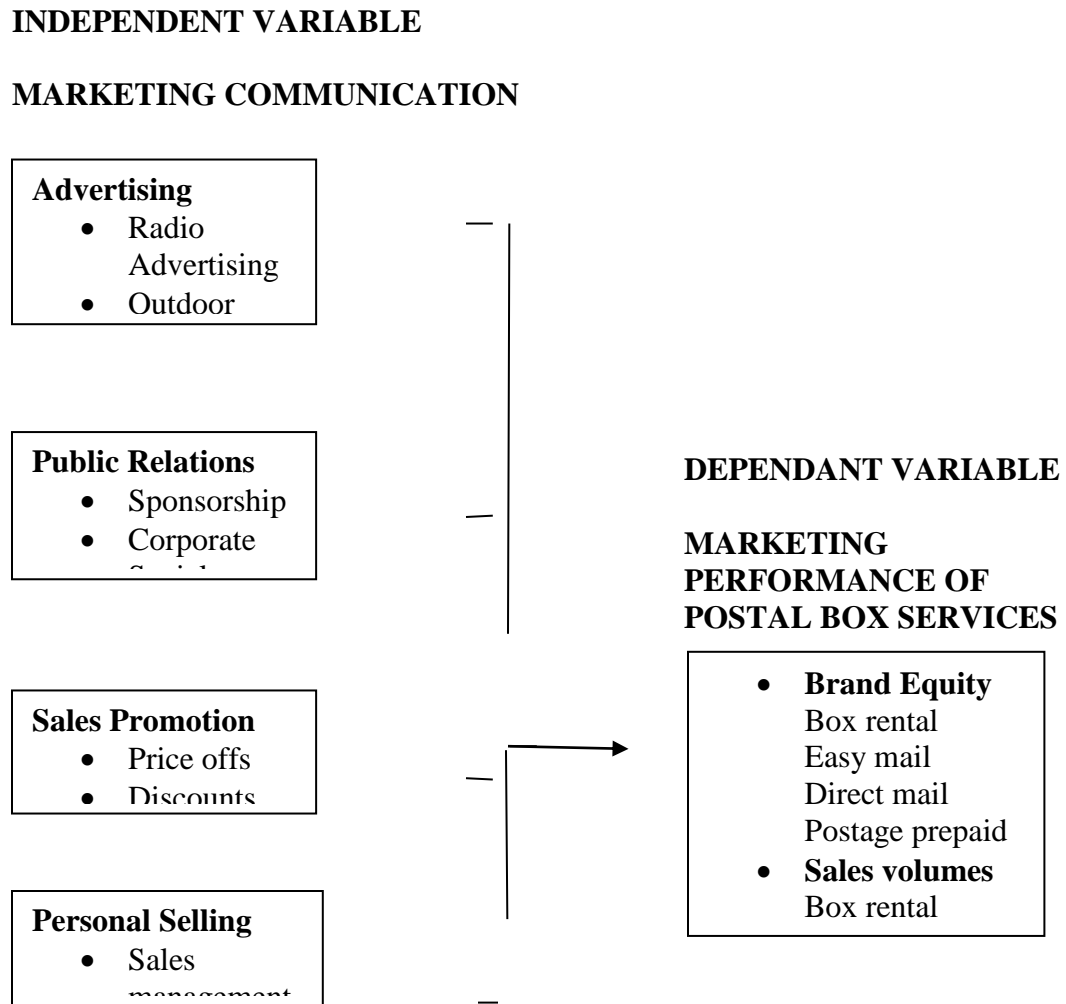


Figure 1.

Source: Adapted and modified from Clark (1999, p.714)

Conceptual framework showing the relationship between marketing communication and marketing performance in Posta Uganda

From the figure above, the study has its Dependant Variable as Marketing Performance of Post Box Services and Independent variable as marketing communication. The dimensions of Independent variables are Advertising, Public relations, sales promotion

and Personal selling. Advertising affects marketing performance by building brand values and awareness. Public relation is used to generate goodwill and interest about the company hence a good brand image while sales promotion encourages consumer actions like purchasing now. Personal selling is used to inform, persuade and remind to customers take appropriate action as required by sponsors' representative hence leading marketing performance. The Dependant variable had non financial outputs of marketing communication as its dimensions and these include Brand equity and sales volumes.

1.8 SIGNIFICANCE OF THE STUDY

The study findings will be significant to Managers, Supervisors, Operatives, policy makers and other change agents responsible for improving marketing performance of Post box services at Posta Uganda by implementing and managing marketing communication. It will help management to initiate and develop the marketing communication strategies and programmes that gives the expected marketing performance in the company.

1.9 JUSTIFICATION OF THE STUDY

The diversified and fragmented social change like the market is no longer homogeneous causes one to question the effectiveness of marketing communication. Posta Uganda uses advertising, sales promotion, personal selling and public relations to promote its products. However the brand equity and sales volumes have remained low for the last three years. Therefore the researcher was interested in knowing the relationship and extent to which marketing communication influence marketing performance.

1.10 SCOPE OF THE STUDY

The content scope, this study concentrate on advertising, sales promotion, personal selling and public relations influence on marketing performance of the Post box services.

Geographical Scope, the study was conducted at Posta Uganda Head offices because this is where most of marketing activities are initiated and take place. The study was a cross sectional survey.

Time scope, the period to be covered is 2007 – 2010 because all these years there have been no increase in sales volumes of these services and looked at the relationship between marketing communication and marketing performance of Posta Uganda.

1.11 Operational Definition of Terms and Concepts

Advertising: This refers to structured and composed non personal communication of information, usually paid for and persuasive in nature, about goods and services by an identified sponsor through various media.

Personal selling: Is a face to face selling away from a fixed location. It involves ascertaining and then satisfying the needs of a buyer to a mutual long term benefit of both parties.

Sales Promotion: This is the direct inducement that offers extra incentives anywhere along the marketing route to enhance product movement from the producer to the consumer.

Public Relations: Is the management function that focuses on the relationships and communication that individual and organizations have with other groups for purposes of creating mutual goodwill.

Sponsorship: Is the cash or in kind fee paid to property in return for access to the exploitable commercial potential associated with that property.

Brand image: This means the thoughts come into people minds when they think about Posta.

Customer: It is a generic term referring to anybody who receives a product or service from other person or a group of people.

Easy mail: A door to door delivery service from the letter box to the physical place of the customer.

Direct mail: An advertising service through letter box

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the review of literature pertaining person selling, advertising, sales promotion and public relation in marketing performance. It examines the relationship between advertising, sales promotion, public relations and personal selling and marketing performance of Posta Uganda.

2.1 Theoretical Review

The hierarchy of effect model by Lavidge and Steiner (1961) was used to guide this study. The writers believe that advertising was an investment in long – term process that moved consumers over time through a variety of stair steps stages, beginning with product “un awareness” and moving ultimately to actual purchase. It is a hierarchy of effect because at each stage marketers meet different communication objectives from encouraging brand recognition to rewarding brand loyalty depending on the stage the consumer has reached. According to Ford and Schellenberg (1982) organizations can measure performance using objective approach; in this case a department pursues the achievement of defined goals. The hierarchy of effect model is chosen because it defines objectives to be achieved by marketing communication at each stage a consumer has reached. The authors posited the existence of six major marketing communication objectives that will be achieved by advertising. The following are the major marketing communication objectives according to Hierarchy of effect model;

Awareness; the major objective is building awareness, the customer become aware of the product through advertising and direct marketing. at least just name recognition with a simple message repeating the product name. The firm wants target customers to hear about them or what they offer.

Knowledge; at this stage, the communication efforts should be to educate customers about the company's products and services. The communication seeks to provide the knowledge which customer might not be having about the product yet aware of it. The advertiser must make sure information about the brand is easily available and accessible because at this stage consumers are expected to gather product knowledge. Information can be made available through internet, product packaging, retail advisor etc.

Liking; the communicator creates a favorable look about the product for people to like it. The advertiser can promote product features that can encourage consumers to like a product. And if the reason is known for not liking the product or service, it should be fixed

Preference; Communicator's major objective is to create preference to the product or service than those of the competitor. The benefits should be promoted like quality, value, performance and unique selling points so that consumers can differentiate it from competitor brands.

Conviction; at this particular point the major objective is to induce consumers to try the product. A marketer must get actions from the target audience other than any other

objective. At this stage coupons can be offered, reduced prices and free samples given out to evoke action.

Purchase; the advertisers want consumers to purchase their products

2.2 The Relationship between Marketing Communication and Marketing

Performance

There different authors who have tried to define marketing communication in different ways. The origin of many definitions rests with a promotional outlook where the major purpose is to use marketing communication to persuade people buy products and services. According to Tonny (2006) marketing communication is the process by which marketer develops and presents stimuli to a defined target audience with the purpose of eliciting a desired response.

According to Shimp (2010) the outcomes of marketing communication include brand awareness, message comprehension, attitude towards the brand and purchase intentions. Shimp also asserts that marketing communication outcomes are twofold meaning that each outcome influences the other. For example advertising campaign for a new product leads to brand awareness, creates a positive brand image and this may incline consumers to try the new brand. In such a situation brand equity has been enhanced and this in turn has affected consumer behaviors towards the brand. The same situation will happen if a sales promotion was carried out. For example a promotion for a new brand, such as giving out free sample may encourage consumers to initially try the brand and subsequently purchase the brand. If a customer happens to have a positive experience

with the brand, this will lead to positive brand perceptions hence would have affected consumer behaviors towards that brand which in turn enhance brand equity.

According to Ingram et al (2009) companies promote their products and services by developing a marketing communication strategy that consist of a mixture of personal selling, advertising, sales promotion and publicity, with most strategies emphasizing personal selling and advertising as the main tools. Sales promotion and public relations are seen as supplementary tools. The writers suggest that the key strategic decision is to determine when marketing communication should be driven by personal selling or advertising. The decision should capitalize on the relative advantage of personal selling and advertising for different target markets.

2.3 Personal Selling and Marketing Performance

Arens, Schaefer and Weigold (2009, p. 447) describes personal selling as the interpersonal communication process by which a seller ascertains and then satisfies the needs of a buyer, to a mutual, long term benefits of both parties. It involves identifying the buyer needs by helping the customer to realize the problem, assisting the buyer in making decision and provide after sales services to ensure long term satisfaction.

Ingram (2009) urges that personal selling is the most important part of marketing communication especially in business to business markets. The writer views personal selling as a more credible source of information and has more impact than messages delivered through advertising media. It allows for better timing of message delivery, and it affords the flexibility of communicating different messages to different customers or changing a message during sales call based on customer feedback. This helps to achieve

market performance by providing information, acquiring new customers, building relationships and partnerships that provide long term benefits to both buyers and sellers (Thomas & Hecker 2001).

Fill (2006) with a similar argument adds another aspect of information gathering. Sales people are always out in the field talking to customers, attending trade show which gives them access to information from customers. They gather and provide information concerning what customers say about the services or products, who is new in the business, what competitors are doing and any business opportunity that exist in the market. Personal selling plays a major role in achieving the sales volume targets of the company through taking orders from customers. They do follow up the after sales to ensure that goods and services are delivered to the customer in a timely fashion. This builds relationship with customers who enable firms to listen more closely to customers and communicate more effectively before, during and after transactions. The interactive communication can determine the fate of new products and in turn the entire business. Sales people build relationships by keeping commitments, servicing their accounts and solving problems. Once this is done, there is a possibility of continued business with customers.

Fill (2006) also argues the management and organization of sales force is very vital to achieve maximum benefits from Personal selling. This involves selecting and recruiting, training, size and deployment, motivation and supervision, evaluation and rewarding the team. The writer suggests that performance of sales people is enhanced by sales management strategies that are based on generating positive behaviors. This should

involve managing inputs and rewarding against targeted outcomes. The management can use two approaches which are behavioral based and outcome based controls. Behavioral based system involves managing inputs or process to a sales person and rewarding them with high fixed salary and low commission while outcome based is a result focused where management pay little supervision and direction but pays high commission as an incentive to perform.

The studies indicated that personal selling contributes towards marketing performance however did not establish the relationship between the two variables. There was need to conduct an empirical study to establish the relationship between personal selling and marketing performance.

2.4 SALES PROMOTION AND MARKETING PERFORMANCE

According to Arens W, Schaefer D and Weigold (2009, p. 453) sales promotion accelerates the movement of products from producer to consumers. It involves direct inducement to buy now or more, visit store, request for more information, displaying of a product and take action. Sales promotion is designed to stimulate demand such that consumers buy in a given time as desired by suppliers. The writer argues promotion may be consumer or trade promotion. Where by consumer promotion is aimed at the final user of the product to buy more such that channel member can stock more due to high demand. Trade promotion is designed for people in the distribution line to encourage them stock more from the manufacturer. Posta Uganda uses its distribution channels and the kind of promotion that is conducted is always consumer promotions.

Fill (2006, p. 640) contends that sales promotion has one object which is to prompt buyers into action, to initiate a series of behavior that will result into long run purchase activity. Sales promotion can also be used to introduce a new product in the market by stimulating trials using tools like samples.

In case of an existing product, Arens, Schaefer and Weigold (2009, p. 453) urges that sales promotion can also be used to add value to the brand. That is when consumers buy a product during sales promotion and it satisfies customer, he or she is likely to buy again hence increasing demand, and retailers will also stock more which is a value to the brand. It is urged that sales promotion to achieve its intended objectives, integrate marketing communication tools should be used. Sales promotion cannot work alone; effective deployment of other marketing communication tools will also determine the success of the promotion. Arens, Schaefer and Weigold (2009) say in this case the challenge should be how to supplement sales promotion with advertising and personal selling; making advertising and personal selling supplement sales promotion effectively will yield more results from the function of sales promotion. The writers suggest that sales promotion contribute to market performance and the ways how it should be implemented but don't highlight the relationship between the two.

Farris & Quelch (1987) suggests that price promotions can encourage service trials, help to smooth demand fluctuations, allow differential service pricing to be targeted at different segments, and add excitement to purchase of services that might otherwise become mundane or perceived as commodity but did not establish the relationship between the two variables. Arens, Schaefer and Weigold (2009) contends that consumer

promotion price offs have immediate value by maximizing the sales volumes. Short term price cuts may be very effective at boosting sales. Companies always need short term market volumes and price offs can do this because of its ability to motivate consumers who might sometimes be moved by price cut offs. Inman (1990) suggest that price offs appear to be sufficient to bring about changes in individual deposition towards the promoted product.

However Peattie & Peattie (1995) warns that price cuts should be used with due diligence because they have a danger of sparking price wars. The writers suggest that value adds promotions should be always considered. These leave the price and quantity of the core product untouched, and bundle something else with it to increase value to customers. This could be a free gift, competitions. Such ads on promotion and competition in particular make an impact yet leaving the price intact. Such promotion avoids dangers of price wars or coupon associated with many price based promotions. Where price offs are not used, value adds on such as premium can be used as a tool for sales promotion. They affect purchase behavior the same way as price offs though they tend to be more effective if the objective was to make customers buy a product they were not ready to buy.

According to Arens, Schaefer and Weigold (2009) premiums can also be used where the service marketer wants to improve the service image, produce quick sales and broaden customer base. Fill (2006) also argues that they can be used to attract repeat buyers, stimulate impulse purchase, brand switching and also off set competitor moves. However to achieve that, premiums should have strong appeal, value and useful to customer. In this case companies should pay attention to attractiveness of a premium they are offering.

If the premium is attractive, customers are likely to have a positive association with the brand. In this case the time elements involved should also be considered. That is, are premiums readily available to customers after purchase?

Kotler & Bloom (1984) claims that interactive marketing is vital for services but its difficult to create through relatively unidirectional forms of communication like advertising. Peattie & Peattie (1995) suggest achieving this through sales promotion, competitions can be used. Competition can create interaction and involvement between customer, the service and the service provider. Competitions may require the customer to analyses the service to answer questions or create a slogan, to send away for a brochure or to meet service provider, hence creating new service encounter opportunities. Competitions are certainly effective in attracting consumers and directly affect consumers in variety of ways leading to retimed purchase (Doyle & Saunders 1985)

2.5 Advertising and Marketing Performance

According to Fill (2006, p.508) the main function of advertising is “Communicate with specific audiences”. The audiences can be consumers who buy products for personal use or business people who buy in large quantities of products for resale in the store. According to Arens, Schaefer & Weigold (2009) advertising helps companies to achieve marketing goals which involves research, sales and distribution. For a company to achieve marketing objectives, research has to be done to determine the type of advertising that should be employed. Research can reveal the brand image relative to the market leader, different or changing media habits of the target consumers. With research a marketing strategy can be developed which determine who the targets of advertising

should be, in which market to advertise and the goals of advertising should be achieved. The advertising strategy can be developed which defines target audience, responses to be sought such that appropriate messages are devised and delivered to target audiences who then act in appropriate ways.

Arens, Schaefer & Weigold (2009) suggests that for any business advertising can perform a variety of functions and when executed correctly, its effect may be dramatic on marketing performance. Advertising has a basic function of communicating information about a product, its features and its place of sale. This helps in product identification and differentiating it from others. At this stage the advertiser can let people know the offers, features of the product, its cost, where it could be found and even the reason it's preferred to others.

Shimp (2010) Advertising influences brand equity. Brands can be defined as consumer perceptions and attitude about a particular product or services. With advertising these can be shaped in away the advertiser wishes. Advertising can make people familiar with the brand; create favorable memories, strong and unique brand associations. Advertising has the power to do that through creative messages, attention getting, believable and memorable adverts. The benefits that are associated with brand equity are company charging a higher price; retain greater market share and increased shelf space and display (Claw and Baack 2010, p.59)

Shimp (2010) also suggests this however happens with sustained marketing communication for a given period of time using a right media with the aim of creating

awareness. It is also during this process that favorable brand image can be created. Brand image is associated with favorability, strength and uniqueness (Shimp 2010, p. 41).

According to Claw and Baack (2010, p.157) Advertising does not serve one purpose at a time but other objectives can also be achieved as well. The information provided can make purchase appear convenient and relatively simple which can entice customers to finalize the purchase decision. If the aim was to inform customers about a product, other objectives that can be achieved are increased sales, supporting the sales team for example in business to business situation, information from adverts leads various members of the buying centre to consider the company as they examine their options.

2.6 Public Relations and Marketing Performance

According to Fill (2006), p.680) “Public relations is the planned and sustained efforts to establish and maintain goodwill and mutual understanding between an organization and its publics” This means managing publicity and other communications with every group that is in contact with the company. It involves analyzing trends; predict their consequences, counseling organization leadership and implementing planned programs of action which will serve both the organizations and public interest. It is aimed at fostering goodwill between a company and its various publics. Public relations activities attempt to shape the attitude and opinions held by organizations stakeholders. It executes programs of action to develop mutual understanding and goodwill for long term interest of all parties. The public relations activities include sponsorship, corporate social responsibility and media relations (Shimp 2010, p.536).

According to Claw and Baack (2010, p.383) suggests good will can be got through press releases which involves dissemination of positive information and quick reaction to any negative publicity or views that have been expressed. Public relations allow the firm to build a positive image or reduce any negative message that has been passed along. This image will positively affect the company performance because a favorable attitude towards a brand is likely to be created. The writers also argue that press releases are intended to protect corporate reputation. Press releases are good in creating awareness and favorable brand through word of mouth. It's being a trusted source of information tends to influence conversations that take place among people about products and services and market place topics. Once a marketer influences these conversations in the best interest of the company brands, the brands are likely to gain a better position in the market. A well received corporate or brand name can enhance business during good times and protect the company in crisis or when a problem occurs. They also argue that corporate reputation influence consumer preference to purchase or not to purchase a particular brand.

George etal (2012, p.65) suggests that sponsorship is part of public relations that affect marketing performance of the company. The writers argue that engaging in sponsorship activities boasts brand equity through increased brand awareness, brand preference, brand recall, protecting company image and above all goodwill. These will lead to increased sales in the company.

Furthermore Fill and Hughes (2008, p. 65) argues that sponsorship activities pay back in form of brand recognition and brand value by creating association between sponsoring

company and the sponsored. However Claw and Baack (2010, p.392) suggests that various forms of sponsorship can build brand loyalty and positive feelings towards the company. The reason is that people are already having positive feeling about the activity, so being associated with such an activity there are higher chances that those feelings will also be transferred to the sponsoring company. Claw and Baack (2010, p.393) also suggests that for a firm to achieve its objective of sponsoring an event, it's important to match the audience of people with company's target market. Sponsorship should also be coordinated with other communication tools and also aligned with the objectives.

However Shimp (2010, p.562) recommends for sponsorship because of its power to avoid media clutter that is inherent in media advertising. That is an advert of same service after the other. The benefits with this is that, it can enhance brand image, thwart negative publicity, generate incremental sales, increase brand awareness, broaden customer base and reach new market segments.

2.7 SUMMARY OF LITERATURE REVIEW

The reviewed literature indicates that advertising, public relations, personal selling and sales promotion contribute to brand equity and sales performance of the organizations. The writers focused on contribution of marketing communication to brand equity and sales but not examining the relationship between variables.

The studies also focused on marketing communication in driving marketing performance of first moving consumer goods in the manufacturing industry but not in service industry. The studies that have been done in service industry is that of Amoako etal (2012)

however focused on the effect of sponsorship on marketing communication performance. Olkkonen et al (2000) also conducted a study but focused on communication in building relationships and networks.

The studies also focused on marketing communication in a competitive market environment but no study has been done to show the relationship between marketing communication and marketing performance in government parastatals like Posta Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes details of the techniques that were used to obtain the required data for the study. It includes the research design, location of the study, population of the study, sample size, sampling techniques, sampling procedures, data collection, validity and reliability of the instruments, data analysis and measurements of variables.

3.1 Research Design

The study used a cross – sectional research design because it was considered ideal given the limited time in which the study was conducted (Creswell 2003 and Koul 2005). The methodological triangulation approach was considered in this study. The qualitative and quantitative approaches were used to complement each other during data collection. Qualitative method was used to collect data that provide an in depth explanations of the matter as suggested by Amin (2005). The method helped to provide meanings, interpretations, richer answers respondents have to questions put to them by the researcher about marketing communication and marketing performance of Post box services. While quantitative were used to collect data that establishes the relationship between the variables in the study.

3.2 Study Population

This study was conducted at Posta Uganda head offices in Kampala. The information from Human Resources indicated Posta Uganda has seven top management, 20 managers, 86 officers, 44 support staff at General Post Office Kampala; Internal records

shows that 102 contract customers of Easy mail and these formed the study population of 259.

3.3 Sample Size Determination and Sampling Strategies

Table 1 showing the sample selection

Category	Accessible Population	Sample Size	Sampling Technique
Top Management	7	4	Purposive
Managers	20	19	Simple random
Officers	86	73	Simple random
Support Staff	44	40	Simple Random
Customer	102	86	Simple random
Total	259	222	

The sample size of the study was determined using the statistical tables provided by Morgan & Krejcie (1970). The sample size of the study had an accessible population of 258 and sample size of 222 Spread across all departments and stakeholders. From the above table, the top management consists of 7 members of which three were interviewed and two members from marketing section. The rest participated in this study by filling questionnaires.

3.3.1 Sampling Technique and Procedure

The Sample from employees' population and customers was obtained using table created by Morgan & Krejcie (1970). The sample was obtained using two methods that is Simple

random sampling and purposive. Simple random sampling was used such that each elementary unit has a chance of being chosen while Purposive sampling, was adopted by the researcher using his judgment to select unique cases that are especially informative.

3.4 Data Collection Methods

The methods of data collection were by administering questionnaire, reviewing documents and interview.

3.4.1 Questionnaire Survey

Questionnaires were administered to customers and employees of Posta Uganda head offices. Questionnaires were physically administered by the researcher. They were distributed and collection started after one week to give respondents time, freedom and independent response. This method was adopted in data collection because it involves collecting data from a relatively large number of respondents in its natural setting, cheaply and in a short time (Kothari, 1984; Mugenda and Mugenda 1999).

3.4.2 Interviews

The researcher got into contact with respondents and asked them questions about the subject under study. Three heads of departments who sit on management committee and two members from marketing were interviewed. This method was used because of its advantage to provide in depth data which could not be got using the questionnaire (Mugenda & Mugenda, 1999).

3.5 Data Collection Instruments

The data collection instruments that were used are questionnaire, interview guide and secondary data sources.

3.5.1 Questionnaire

This was designed, tested and administered to the sample population to establish the relationship between marketing communication and marketing performance of Post box services. The questionnaire was closed – structure in nature which enhance the application of quantitative approach of research. The questionnaire captured data on marketing communication and marketing performance. It had closed questions in which respondents expressed their opinion by choosing rating points on a scale. A likert scale of 5 points was used and just required the respondents to tick the appropriate answers that give his or her opinion. The questionnaire was considered appropriate to the study because it's easy to administer, collects information about the topic under study (See Appendix 1).

3.5.2 Interview Guide

Structured interview guide was used to conducted face to face interview with three members of top management and two members from marketing to provide in depth and specific responses related to the topic under study basing on the objectives of the study. This method of data collection was used as well because according to Amin, (2005) interviews give an opportunity to probe and obtain detailed information on an issue (See appendix II).

3.6 Data Quality Control Measures

The quality control measures that were used are validity and reliability of instruments.

3.6.1 Validity of Instruments

To determine content validity of instruments used, the research objectives and questionnaires items were given to experts in the area of study; they were required to evaluate each item. The rating scale of five points was used. That is not relevant, not sure, somehow relevant, relevant and very relevant with scores 1, 2, 3, 4, and 5 respectively. Then determining content validity of instruments used, the ratio of the items considered to be relevant to those that are not relevant was computed to obtain the content validity index (CVI). The results are presented in the table below:

Table 2: Validity of Instruments.

Variable	<i>Number of Items</i>	<i>Content Validity Index</i>
Advertising	12	.857
Public Relations	11	.750
Sales Promotions	10	.875
Market Performance	10	.882

Source: Primary data

Since the items (table 2) had CVI values greater than 0.700, then the instruments were considered valid for the study as per Amin (2005)

3.6.2 Reliability of Instruments.

To ensure reliability of instruments, questionnaires was first discussed with colleagues and later with my supervisors, pretested for consistence, clarity and relevancy. After

piloting, a statistical test was run using SPSS to obtain Cronbach coefficient alpha. The results are presented in the table below.

Table 3: Reliability of Instruments.

Variable	<i>Number of Items</i>	<i>Cronbach Alpha Value</i>
Advertising	12	.906
Public Relations	11	.833
Sales Promotions	10	.894
Market Performance	10	.883

Source: Primary data

In the table 2 above, all variables had Cronbach Alpha Values that are greater than 0.70 yet it has been established that if the Cronbach Alpha value is between 0.50 and 1.00, then the questionnaire is considered reliable as of Amin (2005).

3.7 Research Procedure

Using UMI letter the researcher approached Management of Posta Uganda to request for permission to conduct her study in the Organization. Permission was granted to the researcher to conduct her study in the organization. A self administered questionnaire was used to collect information from sample population. The researcher also purposively selected three members of top management of the company and two members of marketing to participate in the study by interviewing them, the rest of staff and customers filled questionnaires. After data collection, data was analyzed using SPSS; a report was written and submitted to UMI supervisors for review and defense.

3.7.1 Qualitative Data Analysis

The qualitative data from key informants was analyzed using content analysis. Responses from key informants were grouped into recurrent issues. The recurrent issues which emerged in relation to each guiding questions were presented in empirical result analysis.

3.7.2 Quantitative Data Analysis

Completed questionnaires were numbered, responses coded and entered into computer using SPSS statistical package. The descriptive statistics such as measures of central tendency and percentages were obtained to describe and summarize the views and perceptions of respondents in the study. Correlation analysis was used to determine the relationship and direction of relationship between and amongst the variables. The researcher also ran a regression analysis; the coefficient of each variable indicates the amount of change one would expect in marketing performance, given that all other variables are constant. All statistical analysis used 5% level of significance (95% confidence level).

3.7.3 Measurement Of Variables

The study variables that are advertising, public relations, sales promotion, personal selling and marketing performance were measured using a five point likert rating scale. A likert scale consisted of a number of statements on each variable under study to which the respondent were required to respond. The respondents' opinions were given a range one to five. Where 1 represents strongly disagree, 2 for disagree, 3 for not sure, 4 for agree and 5 for strongly agree. These were used to help the researcher measure the extent to which objectives were achieved.

CHAPTER FOUR

PRESENTATIONS, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents analysis and interpretation of findings of the study that sought to establish the relationship between marketing communication and marketing performance of post box services at Posta Uganda. The presentation is guided by the objectives and hypotheses of the study. The first section presents the response rates. The second section presents the demographic characteristics of the respondents. The third section presents inferential statistical results along with the objectives of the study.

4.1 Response Rate

Table 4: Response rate

Category of Respondents	Targeted Number of Responses	Acquired Number of Responses	Percentage Response
Top Management	4	3	75
Managers	19	13	68.42
Officers	73	64	87.67
Support Staff	40	34	85
Customer	86	85	98.84
Total	222	199	89.65%

Source: Primary data

Table 4 above shows that a total of 199 respondents participated in the study which gives a response rate of 199 (89.6%). With such a high response rate, the researcher feels

confident that the findings of the study are representative of the actual population and can be generalized to others who did not participate in the study.

4.2 Demographic Characteristics of the respondents

The demographic characteristics were presented so as to help the reader understand the sample better for the beneficiary, guide further researchers and generally, give an insight as to what kind of persons participated in the study. The profile of these individuals was then the basis for the study objectives.

4.2.1 Gender and Respondent Category Distribution

The table below shows distribution of gender across the sample.

Table 5: Gender of Respondents

			Respondent Category		Total
			<i>Customers</i>	<i>Staff</i>	
Gender	Male	Count	55	70	125
		Column %	64.7%	61.4%	62.8%
	Female	Count	30	44	74
		Column %	35.3%	38.6%	37.2%
Total	Count	85	114	199	
	Sample %	42.7%	57.3%	100.0%	

Source: Primary data

Overall, males dominated the sample 125 (62.8%) while the females constituted some 74 (37.2%) of the sample, the researcher noted that among the Customers, the greater proportion was male 55 (64.7%) and the same trend was noted among the Staff 70 (61.4%). Although there was a difference in the percentage of male versus female, it can be safely concluded that the opinions given were reflective of what is pertaining Posta Uganda since both genders were represented in high percentages.

4.2.2 Age Group * Respondent Category Distribution

The study also established age brackets of respondents as shown in table 5 bellow.

Table 6: Age of Respondents

		Respondent Category		Total
		Customers	Staff	
Less than 25 yrs	Count	14	7	21
	Column %	16.5%	6.1%	10.6%
25 - 34 yrs	Count	49	76	125
	Column %	57.6%	66.7%	62.8%
35 - 44 yrs	Count	17	21	38
	Column %	20.0%	18.4%	19.1%
Above 45 yrs	Count	5	10	15
	Column %	5.9%	8.8%	7.5%
Total	Count	85	114	199
	Sample %	42.7%	57.3%	100.0%

Source: Primary data

The table indicates that 76 (66.7%) of the staff respondents are between 25 – 34 years. This implies that the organization has a young and dynamic team that can help it achieve its objectives. The same trend was also noted among customers where majority are in the age bracket of 25 – 34 years which is 49 (57.6%). This means that majority of the participants were mature enough to give coherent responses. So the responses can be generalized as a true reflection of what is happening at Posta Uganda.

4.2.3 Level of Education * Respondent Category Distribution

The research established levels of education attained by the respondents as indicated in table 7 below.

Table 7: Education levels of Respondents

		Respondent Category		Total	
		Customers	Staff		
Level of Education	Certificate	Count	13	1	14
		Column %	15.3%	.9%	7.0%
	Diploma	Count	25	22	47
		Column %	29.4%	19.3%	23.6%
	Degree	Count	40	76	116
		Column %	47.1%	66.7%	58.3%
	Masters	Count	5	12	17
		Column %	5.9%	10.5%	8.5%
	Others	Count	2	3	5
		Column %	2.4%	2.6%	2.5%
	Total	Count	85	114	199
		Sample %	42.7%	57.3%	100.0%

Source: Primary data

Findings in table 7 revealed that majority of the staff 76 (66.7%) and customer 40 (47.1%) were Bachelors Degree holders followed by Diploma holders' staff 22 (19.3%) and customer 25 (29.4%). While Masters Degree holders were the minority 5 (5.9%) among customers, certificate holders 1(0.9%) were the minority among staff. This shows that respondents with varying education levels that is, from those holding the lowest qualifications to those with the high qualifications were represented in the study and expressed their opinions. These implies that respondents were educated enough to be able to give reliable information. As

Views were expressed by educated participants; the information got can be used to make recommendations to Posta Uganda.

4.2.4 Work Experience * Respondent Category Distribution

The respondents experience was captured because, experience built over years influence perception and interpretation of events and developments. The results in the table below highlight the distribution of work experience across the sample.

Table 8: Work Experience of Respondents

		Respondent Category		Total	
		Customers	Staff		
Work Experience	Less than 2 yrs	Count	18	19	37
		Column %	21.2%	16.7%	18.6%
	2 - 4 yrs	Count	18	42	60
		Column %	21.2%	36.8%	30.2%
	5 - 7 yrs	Count	25	32	57
		Column %	29.4%	28.1%	28.6%
	8 - 10 yrs	Count	9	9	18
		Column %	10.6%	7.9%	9.0%
	Above 10 yrs	Count	15	12	27
		Column %	17.6%	10.5%	13.6%
	Total	Count	85	114	199
		Sample %	42.7%	57.3%	100.0%

Source: Primary data

From the table above, most of the staff respondents 42 (36.8%) are having 2–4 years experience and 32 (28.1%) have 5–7 years working experience, this implies staff has enough experience to understand the marketing communication activities of Posta Uganda. The results also indicate that most of customer respondents 25 (29.4%) have 5–7 years' working experience and 18 (21.2%) have 2-4 years working experience meaning that they had served enough in their organizations to know how post box services are communicated to them. So their responses were rich in experience to be based on while making recommendations to Posta Uganda.

4.3 Findings on the Relationship between Marketing Communication and Marketing Performance of Post Box Services.

This section presents the findings on marketing performance, relationship between marketing communication variables and marketing performance followed by research objectives.

4.3.1 Analysis of Marketing Performance of Postal Box Services

In this study, marketing performance was the dependent variable determined by brand equity and sales volumes of Post box services.

Table 9: Respondents’ opinion on Posta Uganda Brand Equity

	Percentage Responses (%)					Mean	SD
	SD	D	NS	A	SA		
I have heard of post box services.	3	2	4	46	30	4.1	.89
	3.5	2.4	4.7	54.1	35.3		
I am aware of Post box services		3	4	49	29	4.22	.70
		3.5	4.7	57.6	34.1		
Post Box services are familiar to me.	1	8	7	43	26	4.00	.94
	1.2	9.4	8.2	50.6	30.6		
The process of getting post box services is known to me.	1	18	7	43	16	3.65	1.05
	1.2	21.2	8.2	50.6	18.8		
Post box services are easy to acquire	1	8	25	35	16	3.67	.93
	1.2	9.4	29.4	41.2	18.8		

Source: Primary data

These results in table 9 indicates that, 46 (54.1%) have heard about post box services, 49 (57.6%) of respondents were aware of post box services, 43 (50.6%) are familiar to post box services, 43 (50.6%) agreed that the process of getting post box services was known to them and 35 (41.2%) agreed getting post box services is easy. This implies that effective communication has been done to make people aware of the services, familiar

with the services and to know the process of getting post box service. However 18 (21.2%) of the respondents indicated that the process of getting post box services is not known to them. This means that people know the services but not aware of the process of getting the service and situation could be worse in the market place because this study was conducted on existing customers. The implication is that either people will not use the services or will find it hard getting the services hence low sales volumes.

The results further indicate 35(41.2%) agree Post box services are easy to acquire however there is relatively a high percentage (29.4%) which is not sure implying that, the process of getting these services is not known to them so they cannot tell either it is easy or not to acquire post box services.

Table 10: Respondents' opinion on Sales Volume

	Percentage Responses (%)					Mean	SD
	SD	D	NS	A	SA		
To use post box services, we saw adverts on television	19	45	8	11	2	2.20	1.01
	22.4	52.9	9.4	12.9	2.4		
To use post box services, we heard about them over the radio	18	45	9	11	2	2.22	1.00
	21.2	52.9	10.6	12.9	2.4		
To use post box services, we read about them in news papers	12	31	20	18	4	2.66	1.11
	14.1	36.5	23.5	21.2	4.7		
Got information about post box services through the company webs	13	46	8	13	5	2.42	1.11
	15.3	54.1	9.4	15.3	5.9		
To use post box services, we were approached by the sales persons	16	43	7	13	6	2.41	1.17
	18.8	50.6	8.2	15.3	7.1		
We have heard post box services from a friend	6	22	15	31	11	3.22	1.18
	7.1	25.9	17.6	36.5	12.9		
At the time I needed post box services, I looked for information myself	7	17	14	31	16	3.38	1.23
	8.2	20.0	16.5	36.5	18.8		
Posta promotions influenced me to use post box services.	10	36	22	14	3	2.58	1.02
	11.8	42.4	25.9	16.5	3.5		

Source: Primary data

These results in table above indicates that among respondents, 11(12.9%) agreed, 2 (2.4%) strongly agree, 19 (22.4%) strongly disagree and 45 (52.9%) disagree that used post box services after seeing an advert on television. This means that either television adverts did not influence people to use post box services or television is not used to advertise post box services. The implication is that the company is not reaching its audiences through television hence limited awareness and low sales volumes.

In addition to that results indicate that 2 (2.4%) strongly agreed, 11 (12.9%) agree, 18 (21.2%) strongly disagreed and 45 (52.9%) disagree that to use post box services, they heard about them over the radio. This implies that either radio advert have not influenced the use of post box services or radio adverts do not reach the target audience. However the results from interviews indicated that radio adverts are rarely used for example radio adverts have been used for only one month in the last three years and on only two radios stations. This means low levels of awareness and low sales volumes.

The results also indicate that 12 (14.1%) strongly disagree, 31 (36.5%) disagree, 18 (21.2%) agree and 4 (4.7%) strongly agree that to use post box services they read about them in news paper. These imply that news paper adverts contribute to sales volumes of post box services though the highest percentage had not been influenced by news paper. It means news paper coverage has been limited.

The results further indicate that 13 (15.3%) and 5 (5.9%) agreed and strongly agreed respectively that to use post box services; they got information from the company website. This implies that the company website has been used by few customers as

source of information. However the biggest percentages disagree to have got information about post box services using the company website. This either mean they are not aware of the company website or they are not internet users. The implication is that, the company misses out on reaching out the many internet users hence limiting awareness for the company services.

The findings further reveal that 13(15.3%) and 6(7.1%) agree and strongly agree respectively that to use post box services; they were approached by sales team. These imply that sales people contribute towards sales volumes of post box services. However results further indicate that 16(18.8%) and 43 (50.6%) strongly disagree and disagree respectively for having used post box services because they were approached by the sales team. This means that either the sales team is not aggressive enough or they are very few to reach out customers hence failure to achieve the sales volumes expected from the team.

The results further indicate that 31 (36.5%) got information from friends and 31(36.5%) looked for the information themselves at the time they needed the services. This implies that word of mouth is helping to disseminate information regarding post box services. This means that the company should try as much as possible to influence people opinion about the post box services. The implication is that these being the ambassadors of the company will be able to pass on right information hence increasing awareness and sales volume through others.

Concerning whether promotions influenced the use of post box services, 11.8% strongly disagree, 42.4% disagree, 16.5% agree and 3.5% strongly agree that Posta promotions

influenced them to use post box services. It implies that the promotions the company carried out influenced very few people to use the post box services. It could also mean that promotions were not properly designed to influence the use of post box services. So they cannot increase awareness and sales volumes of post box services. However findings from interview indicate sales promotion has not been really embraced by the company implying that little to be achieved through it.

Generally marketing communications activities the company has initiated have not contributed much towards the sales volumes of the company. This is observed in the table 10 above where by 52.9% disagree to using post box services because they saw an advert on television, 52.9% disagree that they use post box services because they heard an advert over the radio, 36.5% disagree to use post box service because of reading about them in newspapers, 54.1% disagree they got information about post box services through company website, 50.6% disagree they were approached by sales team to use post box services and 42.4% disagree were influenced by Posta promotions. This means that marketing communication activities have not been well planned and implemented to achieve what is expected. This implies that the company cannot achieve sales volumes targeted because of low awareness.

4.3.2 Empirical results on the relationship between marketing communication variables and marketing performance

4.3.2.1 The findings on relationship between Advertising and Marketing Performance.

Table 11: Respondents opinion on Advertising

	Percentage Responses (%)					Mean	SD
	SD	D	NS	A	SA		
Radios are used to advertise post box services	17	35	19	36	7	2.83	1.20
	14.9	30.7	16.7	31.6	6.1		
Billboards and Posters are used to advertise post box services	17	35	20	28	14	2.89	1.28
	14.9	30.7	17.5	24.6	12.3		
News papers are used advertise post box services	9	28	29	44	4	3.05	1.05
	7.9	24.6	25.4	38.6	3.5		
Televisions are used to advertise post box services	40	31	22	16	5	2.25	1.20
	35.1	27.2	19.3	14.0	4.4		
Internet is used in advertising of post box services	7	5	23	61	18	3.68	1.00
	6.1	4.4	20.2	53.5	15.8		
The kind of advertising Posta uses reaches its audiences	13	32	23	40	6	2.95	1.14
	11.4	28.1	20.2	35.1	5.3		
Posta advertising creates awareness of post box services	6	27	19	58	4	3.24	1.02
	5.3	23.7	16.7	50.9	3.5		
Advertising used in Posta shapes consumer perceptions about post box services	2	32	35	40	5	3.12	.93
	1.8	28.1	30.7	35.1	4.4		
Advertising influences people attitude about post box services	2	6	16	60	30	3.96	.88
	1.8	5.3	14.0	52.6	26.3		
The kind of Advertising Posta uses makes people familiar with post box services	8	26	28	42	10	3.18	1.10
	7.0	22.8	24.6	36.8	8.8		
Advertising used by Posta influences people behaviors to buy post box services	3	23	27	49	12	3.39	1.01
	2.6	20.2	23.7	43.0	10.5		
Whenever Posta advertises, the consumption of post box services increases	5	9	50	40	10	3.36	.91
	4.4	7.9	43.9	35.1	8.8		

Source: Primary data

The table above indicates 14.9% strongly disagree, 30.7% disagrees, 31.6% agree and 6.1% strongly agree that radios are used to advertise post box services. This implies that radios are used to advertise post box service however there is moderately a high percentage (30.7%) that disagree. This means that either radio is not often used to advertise post box services or the radio stations used have a small coverage to reach the target audience. The implication is that either adverts will not reach the target audience or adverts will not influence the use of post box services.

Concerning whether billboards and posters are used, results (table 11) show that 17 (14.9%) strongly disagree, 35(30.7%) disagree, 28(24.6%) agree and 14(12.3%) strongly agree that billboards and Posters are used to advertise post box services. These results show a bigger percentage (30.7%) disagreeing that billboard and posters are used. This means that both billboards and Posters are not used or they are elevated in areas where very few people see them. However results from the interview indicated that Posta does not use billboard to advertise its services and only sign posts are used to show where offices are located. The implication is that the company misses out on being more visible because these increases visibility and the population a company can reach.

On the statement regarding whether news papers are used to advertise post box services, 9(7.9%) strongly disagree, 28(24.6%) disagree, 44(38.6%) agree and 4(3.5%) strongly agree. This show news paper adverts to a greater extent are used. But 24.6% disagree which suggests that either news papers used do not reach the target audience or the frequency of pressing news paper adverts is very minimal. This negatively affects

marketing performance because of limited knowledge and information about post box services. Concerning the use of television to advertise post box service, 40(35.1%) strongly disagree, 31(27.2%) disagree, 16(14.0%) agree and 5(4.4%) strongly agree that television is used to advert post box service. This show that television is not used to advertise post box service. The interview findings indicated that television is not used because of financial constraints. This means the company misses out on increasing awareness of post box services in segments that have time for television but don't have time for other media channels.

The results also indicate that internet is used to advertise post box services with 18(15.8%) strongly agree, 61(53.5%) agree, 5(4.4%) disagree and 7(6.1%) strongly disagree. Information from interviews indicate that only company website is used to advertise post box service but other websites like for media houses are not used. This limits the number of people that is reached by internet as a media of communication hence low levels of awareness.

On whether the kind of advertising Posta uses reaches its audience, results indicates that 13(11.4%) strongly disagree, 32(28.1%) disagree, 40(35.1%) agree and 6(5.3%) strongly agree. This implies that advertising reaches the targeted audience however there is relatively high percentages that disagree. This explains why some respondents disagree certain Medias are used to advertise post box service. It can also be explained by either frequency of adverts, timing on various media and coverage of various media that determine whether an advert will reach its target audience.

Concerning whether Posta advertising creates awareness for post box service, results indicate that 4 (3.5%) strongly agree, 58(50.9%) agree, 27(23.7%) disagree and 6(5.3%) strongly disagree. This implies that whenever company advertise awareness for post box service increases however the reach, coverage of media used and frequency of adverts need to be considered which could be accounting for the 23.7% that disagreed Post adverts create awareness for post box services. The implication is that more people will be reached hence increased awareness for the post box service.

On whether Posta advertising shapes consumer perception; 5(4.4%) strongly agree, 40(35.1%) agree, 32(28.1%) disagree and 2(1.8%) strongly disagree. The highest percentage agrees but there is relatively a high percentage (28.1%) that disagree that Posta adverts shapes consumer perception. This means previous adverts used shape consumer perception but advertising messages need to improve and how often the company advertises. The implication is that when you're engaged more in advertising, post box services will be well received in the market place hence increasing preference for the services.

The results (table 11) also indicate Posta advertising influence people attitude towards post box services, 30(26.3%) strongly agree, 60(52.6%) agree, 6(5.3%) disagree and 1.8% strongly disagree. It is evident that Posta advertising shape people attitude. This imply that, the more the company carries on advertising campaigns, a positive thinking is created about post box services which leads to increased awareness and sales volume.

When respondents were asked whether Posta advertising makes people familiar with post box service; 10(8.8%) strongly agree, 42(36.8%) agree, 26(22.8%) disagree and 8(7.0%) strongly disagree. The highest percentages agree and there is relatively a high percentage (22.8%) that disagrees implying there is a need to improve on message and also intensify advertising. The implication is that people will become more familiar with company products and this leads to sales volume because whenever a consumer thinks about that product category, Posta will easily be provoked in the mind of consumer, It was further found that Posta advertising influence people behavior to buy post box service, results indicate that 12(10.5%) strongly agree, 49(43.0%) agree, 23(20.2%) disagree and 3(2.6%) strongly disagree. It is evident that Posta advertising influence people behavior to buy post box service. However there is 20.2% which disagree implying that adverts need to be improved such that are more appealing to influence people behavior to use post box services.

The findings further revealed that whenever post box services are advertised, consumption of post box services increases. It is evidenced by the findings where 40(35.1%) agree that when post box services are advertised, there consumption increases. This implies that sales volume of post box services can be increased by advertising.

4.3.2.2 The findings on the relationship between Public Relations and Marketing

Performance

Table 12: Respondents opinion on Posta Uganda Public Relations

	Percentage Responses (%)					Mean	SD
	SD	D	NS	A	SA		
Posta Uganda supports community events at least three times a year with sponsorships	13	27	46	23	5	2.82	1.02
	11.4	23.7	40.4	20.2	4.4		
The number of event Posta Uganda sponsor create awareness of post box services	10	33	31	31	9	2.98	1.10
	8.8	28.9	27.2	27.2	7.9		
Posta involve in corporate social responsibility activities in the community	9	29	25	44	7	3.10	1.10
	7.9	25.4	21.9	38.6	6.1		
Posta always give press releases concerning the use of post box services	17	32	36	27	2	2.69	1.05
	14.9	28.1	31.6	23.7	1.8		
The company always react to peoples opinion about post box services	9	22	38	41	4	3.08	1.01
	7.9	19.3	33.3	36	3.5		
Posta public relations activities influence people attitude towards post box services.	4	13	21	60	16	3.62	.98
	3.5	11.4	18.4	52.6	14.0		
Public relations influence the use of post box services	3	8	20	50	33	3.89	.99
	2.6	7.0	17.5	43.9	28.9		
Posta communicates to the public developments that are taking place in the company	8	16	24	56	10	3.39	1.06
	7.0	14.0	21.1	49.1	8.8		
Posta website provides customers with information concerning post box services.	3	2	17	68	24	3.95	.82
	2.6	1.8	14.9	59.6	21.1		

Source: Primary data

The results in the table 12 above indicates that Posta supports community events with 5(4.4%) strongly agree, 23(20.2%) agree, 27(23.7%) disagree and 13(11.4%) strongly disagree. However a biggest percentage (23.7%) disagree that Posta supports community event implying that, very few events have been supported and may be major events have not been supported. Interview findings indicate for the three years no major event was supported but donations were done to small groups in the society that needed assistance.

This has an implication that, this kind of support has little influence on society in which the company operates hence low levels of awareness, bad company image and low sales volume.

Concerning whether these events Posta sponsorships create awareness for post box service, results indicate that 10(8.8%) strongly disagree, 33(28.9%) disagree, 31(27.2%) agree and 9(7.9%) strongly agree. It is evident that a higher percentage disagree implying events sponsored do not create awareness for post box services. It either means the company is not actively involved in sponsorship activities or effective communication and branding is not done before and during the event the company has sponsored. The implication is that people do not get know about the sponsoring company hence missing out the influence sponsorship has on the society.

When respondents were asked whether Posta does social corporate responsibility, results show that 9(7.9%) strongly disagree, 29(25.4%) disagree, 44(38.6%) agree and 7(6.1%) strongly agree. This imply that Posta participate in social corporate responsibility however there is relative a high percentage (25.4%) that disagree meaning the company rarely do corporate social responsibility and where it's done, there is no effective communication on what the company is intending to do or what is done. This has an implication that little influence over the society will be gained leading to poor performance.

On whether the company does press releases, results show that, 17(14.9%) strongly disagree, 32(28.1%) disagree, 27(23.7%) agree and 2(1.8%) strongly agrees. The highest

percentage (28.1%) disagree that a company do press releases and moderately a high percentage (23.7%) agree. This could mean either the company rarely does press releases or the media used does not reach the target audience. The implication is that press releases will not create the expected impact in the market place.

On the statement concerning whether Posta always react to people opinion about post box services, results indicates 9(7.9%) strongly disagree, 22(19.3%) disagree, 41(36%) agree and 4(3.5%) strongly agree. This indicates that Posta always react to people opinion about post box service, but 19.3% disagree meaning there is a need to improve and also consider the Media channels used; they might not be reaching the target audience leading to low levels of awareness and sales volume.

Concerning whether public relations influence people attitude towards post box service, results show that it does with 16(14.0%) strongly agree and 60(52.6%) agree to it. It implies the company should continually involve in public relations to shape people attitude about the post box services. These will increase preference for the company products leading to increased sales volumes.

It was further established Posta public relations influence use of post box service results indicate 50(43.9%) agree and 33(28.9%) strongly agree. This means public relations activities influence usage of post box service. It implies if the company does not involve in public relations sales will remain low.

Concerning communicating developments that are taking place in company, it is established the company does with 56(49.1%) agreeing (table 12). Communicating the

developments has power to influence business activities because stakeholders will trust the business for continuity.

Concerning whether the company website provides information about post box service, results indicate that 68(59.6%) agree implying that the website is also utilized to promote post box services.

4.3.2.3 The findings on the relationship between sales promotion and Marketing performance.

Table 13: Respondents opinion on Sales Promotion

	Percentage Responses (%)					Mean	SD
	SD	D	NS	A	SA		
Whenever Posta wants to induce customers, sales promotion is done	9	30	26	44	5	3.05	1.07
	7.9	26.3	22.8	38.6	4.4		
Posta give price offs on purchase of post box services as a promotion tool	18	32	33	30	1	2.68	1.06
	15.8	28.1	28.9	26.3	.9		
Discounts are given on post box services as a promotion tool	19	34	44	15	2	2.54	.98
	16.7	29.8	38.6	13.2	1.8		
Premiums are used as a promotion tool	26	23	47	15	3	2.53	1.07
	22.8	20.2	41.2	13.2	2.6		
The kind of Sales promotion Posta uses encourage more usage of post box services	5	37	29	39	4	3.00	1.00
	4.4	32.5	25.4	34.2	3.5		
Sales promotion used by Posta encourages off season buying	4	26	52	27	5	3.03	.89
	3.5	22.8	45.6	23.7	4.4		
The kind of sales promotion Posta uses, generates post box service trials among non users	4	26	43	39	2	3.08	.88
	3.5	22.8	37.7	34.2	1.8		
Whenever there is sales promotion, effective communication is done to make consumers aware of it.	27	22	24	33	8	2.76	1.29
	23.7	19.3	21.1	28.9	7.0		
During sales promotion, awareness of post box services is achieved.	15	18	30	42	9	3.11	1.17
	13.2	15.8	26.3	36.8	7.9		
The kind of sales promotion used in Posta builds customer loyalty	7	18	40	42	7	3.21	.99
	6.1	15.8	35.1	36.8	6.1		

Source: Primary data

On the basis of the findings in table 13, it was established that Posta Uganda engages in sales promotion 44(38.6%) whenever they want to induce their customer use Post box service. This implies that sales promotion is used to influence customer use the post box services. However there is relatively a high percentage 30(26.3%) disagree and 9(7.9%) strongly disagree that whenever Posta want to induce its customers, sales promotion is done. This implies either respondents have not heard about sales promotion done by Posta or sales promotion is rarely done at Posta.

The result also indicates that 32(28.1%) disagree, 18(15.8%) strongly disagree price offs are used as a sales promotion tool. 28.9% were not sure whether price offs are used implying they were not aware Posta uses price off to promote its services. However 30(26.3%) agree that price off are given on purchase of post box services. Concerning whether discounts are given out as a promotion tool 19(16.7%) strongly disagree, 34(29.8%) disagree and 38.6% are not sure meaning they are not aware that discounts are given out. However documentary review shows that whoever posts 1000 letters is given 10% discount. It means that there is no effective deployment of marketing communication tools that are important for creating awareness of the promotion carried out. Interviews revealed that during sales promotion mainly posters and fliers are used due to financial constraints. These are pinned around the offices and also given to staff such that they distribute them around. The implication is that few people get to know about the promotion making it hard to achieve the targeted sales volumes.

The findings also reveal that the kind of sale promotion used by the company encourages more usage of post box services with 39(34.2%) agreeing (table 13). But 37(32.5%)

indicated that it does not encourage more usage. This means that the way promotions are designed and its implementation is not effective. So the company cannot achieve the targeted sales volumes.

Concerning whether promotions encourages off season buying, results indicated that 52(45.6%) were not sure implying respondents didn't have information about it. However 23.7% (table 13) agreed that these promotions do encourage off season buying. This means the company can encourage off season buying by conducting sales promotion hence increased sales volumes.

The findings also reveal that 39 (34.2%) of respondents agree sales promotion generates trials among non users of the services. This implies that whenever the company does promotions, there are new users of post box services that are acquired. 26 (22.8%) disagreed that Posta promotions generates trials among non user. It either implies that promotions are not designed in a way that influence customers or the promotions reach very few people which limits their success.

Concerning whether sales promotion led to awareness of the services, results in table 13 indicated that 42(36.8%) agreed while 18(15.8%) disagreed. This implies that Posta Uganda achieve awareness of its services through sales promotion. However the percentage that disagreed is an indication that communication done during sales promotion is not enough to achieve awareness of services.

Findings on whether Posta does effective communication during sales promotion indicate that 27(23.7%) strongly disagree, 22(19.3%) disagree. The results further indicate that

33(28.9%) agree and 8(7.0%) strongly agree. Generally this implies that effective communication is not done during sales promotion.

The result concerning whether sales promotion build customer loyalty indicated that 42(36.8%) agreed it does implying that, sales promotion should continually be done to have loyal customers.

4.3.2.4 The findings on the relationship between Personal selling and Marketing performance.

Table 14: Respondents' opinion on Personal Selling

	Percentage Responses (%)					Mean	SD
	SD	D	NS	A	SA		
The company recruits qualified sales and marketing team	1	8	31	57	17	3.71	.84
	.9	7.0	27.2	50.0	14.9		
Whenever the company recruits people, they are trained	2	21	28	53	10	3.42	.95
	1.8	18.4	24.6	46.5	8.8		
The company deploys enough sales and marketing team	13	36	35	21	9	2.80	1.11
	11.4	31.6	30.7	18.4	7.9		
The sales and marketing team is motivated by high commission.	10	18	77	8	1	2.75	.75
	8.8	15.8	67.5	7.0	.9		
The rewarding system motivates sales and marketing team to highly perform	4	16	70	20	4	3.04	.77
	3.5	14.0	61.4	17.5	3.5		
The company gives enough support to sales and marketing team.	7	28	45	28	6	2.98	.98
	6.1	24.6	39.5	24.6	5.3		
Sales staff presentations and briefings create awareness of post box services	2	4	28	67	13	3.75	.77
	1.8	3.5	24.6	58.8	11.4		
Personal selling leads to new business deals	1	11	9	79	14	3.82	.80
	.9	9.6	7.9	69.3	12.3		
Sales people always respond to customer inquires		7	25	55	27	3.89	.83
		6.1	21.9	48.2	23.7		

Source: Primary data

The findings in the table above indicate the biggest percentage of respondents 57(50.0%) agree Posta Uganda recruits a qualified sales team and 53(46.5%) agree the team is train upon recruitment. This implies that a company has a qualified and trained team that can plan and implement the marketing strategies in the company.

However it was established the company does not employ enough sales team. The result indicates that, a bigger percentage of respondents 36(31.7%) disagree that a company employs enough sales team. This implies the team is not enough for sales activities of going in the field to talk to customers, attending trade shows, information gathering and influencing customers take actions, building relationships, servicing accounts and solving customer problem. This means the team cannot easily build relationships with all customers hence limiting possibility of continued business from acquired customers.

The results concerning whether rewarding system motivates sales team, high salary and commission are offered, majority of respondents were not sure implying they did not have information. However interview with some of team members, it was found the marketing team was earning only salary and sales team only commission. Concerning facilitation, interview with some team members revealed, facilitation was still lacking. *Through interview with one of management member says “the team’s facilitation is very minimal because of cash flow problems the company faces”* implying the team can’t reach out the expected number of customers to generate sales required.

Concerning the performance of the sales team, a bigger percentage 58.8%, 69.3% and 48.2% indicate respondents agree staff presentation and briefings create awareness for post box services, personal selling lead to new business deals and sales staff always attend to customer inquiries about post box services. This suggests personal selling is a credible source and has much impact on sales volume and awareness of post box services than messages delivered through advertising media.

4.4 Addressing the Research Objectives.

In order to address the research objectives, the researcher employed the Pearson (r) correlations and regression analysis was conducted. Two variables A and B are said to be positively related if an increase in one leads to an increase in another while these variables A and B are said to be negatively related if an increment in A causes a decrease in B. The results are summarized in Table below:

Table 15: Correlation results

	<i>Advertising</i>	<i>Public Relations</i>	<i>Personal Selling</i>	<i>Sales Promotions</i>	<i>Marketing Performance</i>
Advertising	1.000				
Public Relations	.539**	1.000			
Personal Selling	.530**	.487**	1.000		
Sales Promotions	.460**	.631**	.464**	1.000	
Marketing Performance	.508**	.606**	.557**	.480**	1.000

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data

4.4.1 The relationship between advertising and marketing performance of Post box services.

Advertising and marketing performance were observed to be positively related ($r=.508^{**}$, $p<.01$). These results clearly show that the more Posta Uganda uses well planned

advertising campaigns to communicate value to the existing customers and potential parties, the more awareness and knowledge of the institution's products will be promoted.

On the basis of findings which revealed that there is a significant moderate positive relationship between Advertising and marketing performance at Posta Uganda ($r=.508^{**}$, $p<.01$), the first hypothesis which stated that "Advertising has significance influence on the marketing performance of Post Box services at Posta Uganda" was accepted. This implies that advertising in form of radio adverts, news paper advert, billboards, television and internet advertising enhance market performance.

4.4.2 The relationship of Public relations and marketing performance of Post box services.

The findings (Table 15) reveal that Public relations and marketing performance are positively related ($r=.606^{**}$, $p<.01$) supporting hypothesis two which stated that public relations activities influence the marketing performance of post box services at Posta Uganda. It implies that public relations activities have a greater effect on the awareness and sales volume of Post box services. This means the more the company involves in sponsorship activities, corporate social responsibility and press releases, the more it will influence the public's opinion and attitude held about the post box services which in turn creates a favorable attitude towards the services and increase sales volume as well.

4.4.3 The relationship of personal selling and marketing performance of post box services.

The Results (table 15) indicated that there is a positive relationship between personal selling and marketing performance of post box services ($r=0.557$, $p<.01$) supporting the

hypothesis three which stated that; Personal selling significantly affects marketing performance of Post box services. This implies that sales management of the company which involves recruiting qualified, skilled and motivated team lead to increased awareness and sales volumes of post box services.

4.4.4 The relationship between sales promotion and marketing performance

Sales promotion and marketing performance was also observed to be positively correlated ($r=.480^{**}$ $p<.01$). This implies that the more Posta Uganda uses sales promotions to influence its customers and potentials users' of post box service, the more service usage and also increased service trials.

On the basis of these findings which indicate that there is a significant moderate positive relationship between sales promotion and marketing performance at Posta Uganda ($r=.480^{**}$, $p<.01$), the fourth hypothesis which was “there is a relationship between sales promotion and marketing performance of post box services at Posta Uganda” was accepted. This implies that sales promotion tools like price offs, discounts and premiums encourage direct response from users of post box services through offering of additional benefits.

4.5 Regression Model

The regression model in the table below was presented so as to explore the degree to which Advertising, Public Relations, Personal Selling and Sales Promotions can explain the Marketing Performance of the Post box Services

Table 16: Regression Results

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
(Constant)	.557	.331		1.682	.097
Advertising	.135	.105	.142	1.283	.204
Public Relations	.382	.131	.360	2.909	.005
Personal Selling	.196	.088	.248	2.234	.029
Sales Promotions	.055	.090	.076	.611	.543
Dependent Variable: Marketing Performance					
R	.667				
R Square	.445				
Adjusted R Square	.412				
F Statistic	13.630				
Sig.	.000				

Source: Primary data

Results indicated that the four components of Marketing Communications can predict up to 41.2% of the variance in the Marketing Performance (Adjusted R Square = .412). The results further indicated that Public Relations (Beta = .360, sig. = .005), and Personal Selling (Beta = .248, sig. = .029) are the most influential at predicting Marketing Performance of Post Box services. The regression model was as well noted to be statistically significant (sig. <.01)

The regression results in Table 16 further indicate that the overall variance in the marketing performance explained by advertising at Posta Uganda is 14.2%, implying that advertising impacts the marketing performance of Post box services. Advertising is

significantly related with the marketing performance ($\beta=0.142$, $p<0.05$). This means that when Posta advertises using radio, television, news paper, billboards and internet adverts they should expect 14.2% increment in sales volume and brand equity.

The regression results also indicate (table 16) that the overall variance in the marketing performance explained by public relations is 36.0%, implying that public relations impacts on the marketing performance of post box services at the Posta Uganda. Public relation is significantly related with the marketing performance of post box services (Beta = .360, sig. = .005), this implies that at the Posta Uganda, more involvement in public relations activities like press releases, sponsorship and corporate social responsibility leads to better performance of post box services.

The regression results (table 16) also indicate that 24.8% variance in marketing performance of postal box services can be explained by personal selling. Personal selling is significantly related to marketing performance of post box services (Beta = 0.249, sig. = .005). This implies when personal selling is effectively managed at Posta Uganda, they should expect 24.9% increase in marketing performance. It suggests that the more the company manages properly its sales team, the more awareness and sales volumes of post box services.

It was also established (table 16) that the variance in marketing performance explained by sales promotion is 7.6%. Sales promotion is significantly related to marketing performance of post box services (Beta = 0.076, sig. = .005). This meant that increasing sales promotion leads to very low increase in market performance. The implication is that either the sales promotion is not effectively implemented or promotion tools used do

not motivate customer. Similarly either sales promotion had little influence on marketing performance of post box services or sales promotion is not often done to promote post box services.

4.6 Summary of the objectives

The findings established that the relationship between advertising and marketing performance is $r=.508^{**}$, $p<.01$. This answers the first research question which was “What is the relationship between advertising and marketing performance of post box services” The extent to which marketing performance is determined by advertisements is 14.2%. So this implies when Posta Uganda uses radio adverts, television adverts, news paper adverts, billboards and poster, marketing performance of post box services is expected to increase by 14.2%.

The findings also established that there exists a relationship between public relations and marketing performance of post box services ($r=.606^{**}$, $p<.01$), and the extent to which marketing performance is determined by public relations is 36.0%. This means if Posta Uganda engages in public relations activities, it should expect a corresponding increase in marketing performance of post box services.

It was also found that personal selling has a relationship with marketing performance which is $r=.557^{**}$, $p<.01$. This implies when a company manages well personal selling, the marketing performance of post box service also increases. The degree to which marketing performance can be explained by personal selling was also established and is 24.8%. This implies if the company manages personal selling well, it should expect a corresponding increase in the performance of post box services.

The relationship between sales promotion and marketing performance is $r=.480^{**}$, $p<.01$ implying marketing performance of post box services at Posta Uganda can be determined by sales promotion. It is further established that the degree to which marketing performance can be explained by sales promotion is 7.6% implying that whenever Posta engages in sales promotion, they should expect 7.6% in market performance.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study sought to examine the relationship between marketing communication and marketing performance of Post box service at Posta Uganda. This chapter presents the summary, discussion of findings conclusions and recommendations arising from the study findings.

5.1 Summary of Findings

5.1.1 Advertising and marketing performance.

It was established that Posta Uganda uses radios, News papers and internet to advertise its service however billboard, posters and televisions are not used to advertise post box services. However through interview it was established that the level of involvement is very low because of cash flow problem. The study also found out that the kind of advertising Posta engages in reach its audience and create awareness for post box services. It was further established that the company advertising campaigns shapes consumer perceptions, influence customer attitude, familiarity with post box services and whenever they advertise, consumption of the services increases. The results also reveal that people have not used post box services because have heard about them over radio, television, news papers but got information through friend, company website and others looked for formation at the time they needed the service. The findings also show that advertising and marketing performance were found to have a significant positive

relationship ($r=.508^{**}$, $p<.01$). It was also found that the variance by which marketing performance is explained by advertising is 14.2%.

5.1.2 Public Relations and Marketing performance

The results of the study indicated that Posta Uganda relatively supports community events through sponsorship, it also involves in social corporate social responsibility but the events they sponsor do not create awareness for post box services. Interviews indicated that there has been very low engagement in public relations activities. The findings also reveal that the company does not give press releases concerning use of post box services and to some extent they always react to people opinion about post box services. The company also communicates the developments that are taking place and company website is used to provide information to clients. It was also found that public relations activities influence people attitude and use of post box services. The correlations result revealed that public relations have a positive relationship with performance of post box services ($r=.0606^{**}$, $p<.01$). Actually the extent to which marketing performance of post box is explained by public relation (Beta = .360, sig. = .005) was bigger compared to other elements of marketing communication.

5.1.3 Sales promotion and Marketing performance

The findings indicated whenever the company wants to induce customers, sales promotion is done and price offs was the major tool used. The results further reveal that sales promotion encourages off season buying, generates trials among non users and awareness is achieved but effective communication has always not been done during sales promotion. There is a percentage that has been influenced by Posta promotion

however majority had not been influenced by Posta promotions to use post box services. Findings indicated that sales promotion done at Posta does build customer loyalty but there are moderately high percentages that disagree. It was also established that sales promotion and marketing performance of post box service had a positively related correlation ($r=.480^{**}$, $p<.01$). It was found that the extent by which marketing performance is explained by sales promotion 7.6%.

5.1.4 Personal selling and marketing performance

The results shows that the company recruits qualified staff, train them upon recruitment and the company does not deploy enough sales and marketing team. It was further established the marketing team only given salary, commission is only given to the sales team who does not earn a salary. Quantitative results were not clear on whether the rewarding system motivates sales and marketing team however through interview, it was revealed that the system does not motivate. Results of the study show that Posta staff usually makes presentations and demonstrations to customers use post box services. However the highest percentage disagrees to have used post box services because they were approached by the sales team.

The results also indicated that the sales presentation, briefings create awareness for post box services and even lead to signing of new business deals. Personal selling was also observed to be positively related with marketing performance of post box service ($r=.0.557$, $p<0.01$).

5.2 Discussion of findings

5.2.1 Advertising and marketing performance

The study sought to examine the relationship between advertising and marketing performance of post box services at Posta Uganda. A number of important findings emerged from the study. It was established that post Uganda uses radios, news papers, flyers and internet to advertise its services. These are important tools of advertising but Posta Uganda restricting its self misses the opportunity of reaching out to the audience that does not spend much time on these media channels hence limited awareness for the services. But even on these there has been no deliberate action to advertise on these media. This limits the company to achieve its advertising objectives as Arens, Schaefer & Weigold (2009) puts it that advertising can only achieve marketing objective provided the company took deliberate action to advertise. Furthermore it emerged that Posta does not use television and billboards yet these are one of the major advertising tools. Televisions have a high coverage and utilize an important element of visibility and motion that are so important in affecting the minds of people. The billboards also increases visibility but have not been embraced hence limiting the awareness and company visibility.

The findings further indicated that advertising campaigns shapes consumer perceptions, influence customer attitude, familiarity with post box services and whenever they advertise, consumption of the services increases. This is in agreement with Shimp (2010) who asserts that advertising has power to influence consumer perceptions, attitudes and making them familiar with the products. However suggests that to achieve this advertising should be sustained for a given period of time using the right media. But

Posta involve in advertising just once in a while and one media is used once at a time. This limits achieving awareness of its services to come into customer minds.

5.2.2 Public Relation and marketing performance

The study sought to examine the relationship of Public relations and marketing performance of Post box services at Posta Uganda. The public relations activities the company engages in are sponsorship, press releases and corporate social responsibility. The findings revealed that there has been low engagement in public relations activity at Posta Uganda. This has a profound effect on the on attitude, perceptions people have on the company and cannot foster good will between the company and its publics as Shimp (2010) puts it. Engagement in these activities boasts brand equity through increased product awareness, product preference, recall, protecting company image and creating associations with the company.

All these activities influence marketing performance in a certain way as Fill & Hughes (2008) puts it. Press releases involves dissemination of positive information and quick reaction to any negative publicity or views expressed by the public, Sponsorship pay back in form of product recognition and social corporate responsibility making society feel as the company is part o them. Interviews also indicated that the few sponsorship events the company has been involved, they have not been coordinated with other communication tools. This explains the reason for not achieving awareness in the events the company has been involved. This is also in agreement with Claw & Baack (2010) who suggested that for a company to achieve its objectives through events management; other communication tools should properly be coordinated. These findings further reveal that

there is a positive relationship between public relations and marketing performance. This calls for more involvement and planned public relations activities to protect company reputation, image and create favorable attitude towards company because a well received brand name enhance business by influencing consumer preference to purchase.

5.2.3 Sales promotion and marketing performance

The study sought to determine the relationship between sales promotion and marketing performance of Post box services at Posta Uganda. It was established that sales promotion is done and price offs was the major tool used. It was also found sales promotion encourages off season buying. This supports Arens W, Schaefer D and Weigold (2009) view that companies can achieve off season sales and generate trials among non users when they involve in sales promotion. This is an indication that the company can achieve its sales objective through sales promotion. However interviews revealed that generally the company has not really embraced sales promotion and where it has been done, no records to trace its success. This limits the company involvement in sales promotion activities because with no evaluation, management cannot easily embrace these activities.

Fill (2006) puts it that management needs to have empirical evidence if to support sales promotion activities. Interviews also indicated that marketing has not really come up with sales promotion campaign that shows value for investing the money needed. The findings also indicate effective communication is not done during sales promotion. This has an effect on achievement of sales volume and awareness because very few people get to know about the promotion. These actually explain why 26.3% disagree that Posta induce

its customers by carrying out sales promotion. It can also partly explain why the biggest number of customers has not been influenced by Posta promotions to use post box services. These findings are in agreement with what Fill (2006) suggested that sales promotion cannot work alone; there must be effective deployment of other communication tools for sales promotion to be successful. Arens, Schaefer and Weigold (2009) contend it should be supplemented with advertising in various media and personal selling. Findings also established that sales promotion and marketing performance of post box service had a positively related correlation. This indicates that an increase in involvement and conducting effective sales promotion campaigns will lead to a corresponding increase in sales volume and awareness of post box services.

5.2.4 Personal Selling and marketing performance

The results from the study show that qualified staff is recruited in marketing, trained upon recruitment and the company does not deploy enough sales and marketing team. Interview further revealed they are very few to handle the marketing and sales activities of the company. In most cases much of the work done is desk work, less of field work and this explain the reason for the findings where majority disagree that have been approached by Posta sales team. This has a profound effect on performance of the company as Fill (2006) puts it; that management of a company should be able to recruit and deploy enough sales and marketing team unless its objectives might not be achieved. Quantitative results were not clear on whether the rewarding system motivates sales and marketing team however through interview with the team and some heads of department, it was revealed that the system has little to motivate. It was further established that support given to the team is not enough to carry on their duties because of cash flow

problems. This explains the reason why majority of respondents (50.6%) disagreed that used post box services because were approached by the sales team. Results of the study also indicate presentations and demonstrations make customers use post box services. This supports Ingram (2009) that presentations made by sales people lead to new business because it's viewed as more credible sources of information.

Personal selling was also observed to be positively related with marketing performance of post box service. This is an indicator that an increase in personal selling will lead to corresponding improvement in marketing performance. It is consistent with Thomson & Hecker (2001) findings that personal selling enhanced business performance through making presentations that lead to signing of new deals, building profitable and long term relationship. That study revealed that customers were most likely to buy a company products or services again because of the relationship they have with staff ahead of advertising, branding and promotion. This relationship also impact continued and growth of business hence increased sales volume overtime. However staff should be enough, motivated and trained such that when handling customers really show genuine interest in helping customers, show appreciation for purchase made, appear committed to doing their work and show pride in their products and services.

5.3 Conclusions

5.3.1 Advertising and marketing performance

Advertising constitutes using different media channels to reach out the target segment of the market. However there should be a balance of how different media channels are to be used or consideration for the ones that best reaches the target audience. So comprehensive planning of advertising campaigns is required in order to increase performance of post box services. This address the different media channels to be used for advertising, which group the company intends to reach, coverage of the media channel and frequency of adverts. This ensures the right media channels are used and a uniform message is communicated to the target audience so as to achieve the objectives of advertising. Indeed using a single media channel does not contribute much because consumers are using different media channels to access company information.

5.3.2 Public Relation and marketing performance

Public relations are the key to forging strong emotional contract between the company and its publics hence influencing marketing performance. This is created through an honest attempt to influence the public opinions, attitude, perception and protecting company image by disseminating the right information, supporting community through sponsorship and corporate social responsibility. The critical part of this is that the public gets right information which promotes public confidence in the company and its services. So companies engage and value public relations knowing that its contribution counts towards increasing marketing performance.

5.3.3 Sales Promotion and marketing performance

Sales promotion has not really been embraced where there is only one service provider like a case of Posta for post box service, but now days the best way for marketing to take up its core role of creating demand for company's products is probably through sales promotion. So by integrating sales promotion into the marketing mix it forms an important part of long term strategy to create demand for company products, capture and retain customers, generate brand loyalty and brand awareness. However sales promotion should be carefully planned and executed to provide an excellent -opportunity to create value to customers and to generate interest among users, non users and staff. Planning has a consequence associated with it that, it leads to greater effectiveness and efficiency execution of the campaign hence achievement of targeted sales volumes.

5.3.4 Personal Selling and marketing performance

The survey shows that personal selling is important in achieving the marketing performance of an organization. It provides a wide range of marketing objectives that can be achieved like sales volumes and creating awareness for the products and services of the company. However to achieve those, sale management is very vital. This involves recruiting qualified staff, training them, deploying enough staff, facilitating the team and rewarding them against set targets. Unless the team experiences that, they are never likely going to be motivated enough to go an extra mile selling the company products and services. It is of utmost importance to understand sales team management for will translate into current and future business.

5.4 Recommendations

5.4.1 Advertising and marketing performance

On the basis of the findings, it is highly recommended that Posta Uganda should take a deliberate action to advertise post box services. Management however should take a decision to adopt an integrated approach that involves various channels of advertising available to the company that variously persuade, inform, remind and entertain customers and prospects, affecting and influencing behaviors of target audiences. This will ensure that all derivatives of these channels are utilized as a requirement for effective advertising.

5.4.2 Public Relations and marketing performance

Posta Uganda should come up with a public relations strategy and budget that will truly enhance their engagement in public relations activities. The strategy should be able to address how various public relations activities are to be executed to disseminate positive information and quick reaction to any negative publicity or view that have been expressed. In this way it will positively affect marketing performance of post box services because a favorable attitude towards the services is likely to be created, also protect corporate image and enhance business.

5.4.3 Sales Promotion and marketing performance

In order to improve marketing performance, it is recommended that the company should carry on sales promotion to boost its sales volume and effective communication should always be done such that customer get aware of it. It is also recommended that other sales promotional tools like competitions should be embraced because are good for creating

awareness and generating sales. The marketing team should also come up with well planned sales promotion campaigns that really show value for money to be invested such that management can embrace sales promotion.

5.4.4 Personal Selling and marketing performance

The results of the study indicated that the company does not have enough sales and marketing team, and because of cash flow the facilitation to the team is minimal. The company needs to take deliberate action to facilitate and also come up with motivational strategies like rewarding their efforts for achieving a particular target. This will ensure more sales volumes for post box services.

5.5 Limitations of the study

The shortcoming of the study is that, the study sample had respondents who are not from marketing. These may have not been knowledgeable about marketing activities in the organization. There is a chance that participants in the survey were not fully honest in answering the questions and their responses may not be representative of actual behavior. Further more staff being included in the sample might have not given a true picture of what is exactly happening in the organization because they are bound to protect the company.

In addition to that, few documents were available to be reviewed especially internal records concerning the marketing communication activities and marketing performance of post box service. There were no records on marketing communication activities that relates to the period under study. This might have left some unfilled gaps.

5.6 Contribution of the study

The study shows that Advertising, public relations, sales promotion and personal selling has a relationship with marketing performance even in a situation where there is only one player in the market like the case of Posta Uganda. However public relations were observed to be most influential at predicting Marketing Performance because of its ability to build public confidence in the entity. Management of those entities were they are only market players should therefore consider strengthening and more engagement in public relations activities as a means to improve marketing performance.

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APPENDIX I

STAFF QUESTIONNAIRE

Dear respondent

The purpose of this study is to examine the relationship between marketing communication and marketing performance of Posta Uganda. Your own opinions will be useful in generating knowledge for the study. The information you will provide will be treated with utmost confidentiality.

Please tick the right box in the right blank space

SECTION A

BIO DATA OF RESPONDENTS

1 Sex

1. Male
2. Female

2 Age

1. Below 25 years
2. 25 – 34 years
3. 35 – 44 years
4. Above 45 years

3 Level of Education

1. Certificate
2. Diploma
3. Degree
4. Masters
5. Others specify

4 Work Experience

1. Less than 2 years
2. 2 – 4 years
3. 5 – 7 years
4. 8 – 10 years
5. Above 10 years

Posta has supported various Marketing Communications activities geared to positively boast the performance of post box services, To what extent do you agree with the following statements in relation to marketing communication and performance of post box services.

Please tick the appropriate Key that best describes your opinion

	STRONGLY DISAGREE	DISAGREE	NOT SURE	AGREE	STRONGLY AGREE
	1	2	3	4	5
ADVERTISING					
Radios are used to advertise post box services					
Billboards and Posters are to advertise post box services					
News papers are used to advertise post box services					
Televisions are used to advertise post box services					
Internet advertising is used for post box services					
The kind of advertising Posta uses reaches its audiences					
Posta advertising creates awareness of post box services					
Advertising used in Posta shapes consumer perceptions about post box services					
Advertising influences people attitude about post box services					
Advertising makes people familiar with post box services					
Advertising influences people behaviors to buy post box services					
Whenever Posta advertises, the consumption of post box services increases					
PUBLIC RELATIONS					
Posta Uganda supports community events at least three times a year with sponsorships.					
Posta Uganda supports community events at least three times in attendance.					
The number of event Posta Uganda sponsor					

create awareness of post box services					
Posta involve in corporate social responsibility activities in the community					
Posta always give press releases concerning the use of post box services					
The company always react to peoples opinion about post box services					
Posta public relations activities influence people attitude towards post box services.					
Public relations influence the use of post box services					
Posta public relations communicates the developments that are taking place in the company					
Posta website provides customers with information concerning post box services.					
Posta Uganda website provides information about the events that are taking place in the company					
SALES PROMOTION					
Whenever Posta wants to induce customers, sales promotion is done					
Posta give out price offs on purchase of post box services as a promotion tool					
Discounts are given on post box services as a promotion tool					
Premiums are used as a promotion tool					
The kind of Sales promotion Posta uses encourage more usage of post box services					
Sales promotion encourages off season buying					
The kind of sales promotion Posta uses, generates post box service trials among non users					
Whenever there is sales promotion, effective communication is done to make consumers aware of it.					
During sales promotion, awareness of post box services is achieved.					
The kind of sales promotion used in Posta builds customer loyalty					

PERSONAL SELLING					
The company recruits qualified sales representatives					
Whenever the company recruits sales people, they are trained					
The company deploys enough sales team					
The sales team is motivated by high salaries that attract qualified personnel					
The sales team is motivated by high commission.					
The rewarding system motivates sales people to highly perform					
The company gives enough support to sales people					
Sales staff presentations and briefings that create awareness of post box services					
Personal selling leads to new business deals					
Sales people always respond to customer inquires					

APPENDIX II

INTERVIEW GUIDE

1. Who is responsible for marketing communications in Posta?
2. Do you consider the Budget for marketing communication activities is enough to carry out awareness programs?
3. How often in the last three years has Posta done the following?
 - Press Releases
 - Press Conference
 - Radio Spot or Announcements
 - Website updates
 - Sponsorships
 - Corporate Social Responsibilities
4. In your opinion, do you think public relations influence marketing performance of post box services?
5. Do you consider the public relations activities Posta engages in are consistent with the company image? (give reason for your answer)
6. Do you think the public relations activities Posta engage influence the public image about the post box services? (give reason for your answer)
7. What problems does Posta face in its Public relations?
8. What improvements would you like to see in Posta public relations?
9. How often are Post box services advertised in the following media?
 - Television
 - Radio
 - News papers
 - Billboards
 - Internet
 - Posters
10. Based on above, do you think the media given much priority is enough to affect performance of post box services? (give reasons)

11. In your opinion, do you consider advertising done in Posta is enough to get people aware of the post box services? (give reasons)
12. Do you think advertising has had positive or negative effect on performance of post box services? (give reasons for your answer)
13. Do you consider advertising budget enough? (Give reason)
14. In your opinion, what have been problems faced to advertise post box services
15. How do you consider these problems could be solved?
16. Any other issue you would wish to draw to our attention regarding advertising and performance of post box services.
17. Does post do sales promotion for post box services?
18. Which of the following sales promotion tools have been previously used?
 - Discounts
 - Premiums
 - Price offs
19. Do think it significantly affected the performance of post box service?
20. How do you think the sales promotion affected the performance of post box services?
21. Which of the following means were used to communicate the promotion
 - Radio
 - Television
 - Internet advertising
 - Brochures and flyers
 - Posters
22. Do think the kind of communicating the promotion was effective? (why)

APPENDIX III

CUSTOMER QUESTIONNAIRE

Dear respondent

The purpose of this study is to examine the relationship between marketing communication and marketing performance of Posta Uganda. Your own opinions will be useful in generating knowledge for the study. The information you will provide will be treated with utmost confidentiality.

Please tick the right box in the right blank space

SECTION A

BIO DATA OF RESPONDENTS

5 Sex

- 3. Male
- 4. Female

6 Age

- 5. Below 25 years
- 6. 25 – 34 years
- 7. 35 – 44 years
- 8. Above 45 years

7 Level of Education

- 6. Certificate
- 7. Diploma
- 8. Degree
- 9. Masters
- 10. Others specify

8 Work Experience

- 6. Less than 2 years
- 7. 2 – 4 years
- 8. 5 – 7 years
- 9. 8 – 10 years
- 10. Above 10 year

Posta has supported various Marketing Communications activities geared to positively boast the performance of post box services, To what extent do you agree with the following statements in relation to marketing communication and performance of post box services.

Please tick the appropriate Key that best describes your opinion

	STRONGLY DISAGREE	DISAGREE	NOT SURE	AGREE	STRONGLY AGREE
	1	2	3	4	5
ADVERTISING					
I have seen post box service advertised on Television					
I have heard post box services advertised on radios					
I have seen post box advertised in news papers					
I have seen post box services advertised in Magazines					
I have seen post box services advertised online					
I have seen post box services advertised on billboards					
Posta advertises it services using Posters and flyers					
I have seen post box service advertisement more than three times in the last four years					
The adverts were appealing and recommended it to someone else					
The advertisement had a positive reaction and impact.					
The adverts influenced me to use post box services.					
The adverts were consistent with company image					
Posta adverts were informative in nature					
Adverts are often used to create awareness for post box services					

PUBLIC RELATIONS					
Post promotes post box services through sponsorship					
The kind of sponsorship Posta involve in made me aware of post box services.					
Posta conducts social corporate responsibility activities					
I got to know about the post box services while Posta was conducting social corporate responsibility					
Posta does press releases					
Post box services are listed in all major directories					
Got to know about Post box services through press releases.					
Posta always react to public opinions about its services					
SALES PROMOTION					
Posta gives price off when you buy post box services					
Posta offers discounts on post box services					
Premiums are given out on post box services					
The kind of promotion Posta uses enticed me to try the post box services					
The promotions Post uses are relevant to me					
The promotions made me use the service earlier than planned					
The promotions led me to use the post box services I had not tried before.					
Promotion led me to use post box services more often than usual					
PERSONAL SELLING					
Posta staff usually contact us for post box services					
The Presentations led me use post box services earlier than had planned.					
The demonstrations led me buy post boxes which I had not used before					

Posta staff always respond to our inquiries					
BRAND EQUITY					
I have heard of Direct mail, Easy mail, postage prepaid and box rental services.					
I am aware of Post box services					
Easy mail, Direct mail, Postage prepaid and Box rental services are familiar to me.					
The process to get easy mail, direct mail, postage prepaid and box rental services is known to me.					
Post box services are easy to acquire					
SALES VOLUME					
To use post box services, we saw adverts on television					
To use post box services, we heard about them over the radio					
To use post box services, we read about them in news papers					
Got information about post box services through the company website					
To use post box services, we were approached by the sales team					
We have heard post box services from a friend					
At the time I needed post box services, I looked for information myself					
Posta promotions influenced me to use post box services.					

APPENDIX IV DOCUMENTARY REVIEW CHECKLIST

- I Annual reports 2008, 2009 and 2010
- II Post and telecommunication Market Review (2010)
- III National Development Plan 2010/11 – 2014/15