COMPETITIVE STRATEGIES AND MARKET PERFORMANCE IN THE MOBILE TELECOM INDUSTRY OF UGANDA: A CASE OF AIRTEL UGANDA LTD

BY

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DECLARATION

I, Emmanuel Munyambabazi, declare to the best of my knowledge that, this dissertation is my original piece of work and has never been submitted to any other Institution for any academic ward before.

Signed ……………………………. Date…………………

EMMANUEL MUNYAMBABAZI

APPROVAL

This study was conducted under our supervision and the dissertation has been submitted for award of a Master's degree in business administration of Uganda Management Institute with our approval as the student's supervisors.

Signed…………………..……………. Date…………..………………..

Dr. Godfrey Mugurusi

Signed……………………..…………… Date………………..………..

M**r. Benedict Mugerwa**

DEDICATION

I , Munyambabazi Emmanuel, strongly dedicate this research work to my family members comprising of my Madam; Jane Kamagaju, Daughter; Amilia Ahumuza, Sons : Asaph Iriho, Apollo Turinayo and Allan Tuyisenge for their future reference and readership in their unlimited struggle of studies ahead. The same dedication goes to the late Ntabajana Ezekiel family, offshoots and grand children who are interested in further studies for motivation and encouragement.

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May the almighty God reward all of them abundantly.

LIST OF ACRONYMS/ABBREVIATIONS

FY: Financial Year

IT : Information technology

ITU : International telecommunications Union

MTN: Mobile Telephone network

PPPP: Product, Price, Place, Promotion

RBT : Resource based theory

SIVA: Solution, Information, Value and Accessibility.

SPSS : Statistical Package for the Social Sciences

TIC : Technological innovation capability

UCC: Uganda Communication Commission

UP& TC: Uganda Post & Telecommunications Corporation

URA : Uganda revenue Authority

USA: United States of America

UTL : Uganda Telecom Limited

ABSTRACT

The study investigated the relationship between competitive strategies and market performance in Uganda's mobile telecom industry with a particular emphasis on Airtel Uganda Ltd. Specifically, the study examined how competitive advantage strategies, market mix strategies and internal company capabilities affect market performance of Airtel Uganda Ltd.

The study focused on competitive strategies undertaken by mobile telecom companies with a special attention to Airtel Uganda Ltd through a conceptual framework and the extent to which those competitive advantage strategies (independent variables) determine the level of market performance (dependent variables) in the overall industry. Additionally, the literature review that was unbundled in chapter two was basically to avoid issues of duplication yet appreciating the role played by my predecessors in this area of research. The study was a cross sectional research design which used Questionnaires and interview guides to collect data. Whereas qualitative data was analyzed using content analysis, quantitative data was analyzed using descriptive and inferential statics.

The study found out that there was a strong relationship between competitive strategies like competitive advantage, marketing mix and internal company capability strategies adopted by Airtel Uganda Ltd on one hand and market performance on the other hand like Sales and asset turnovers and tax revenue output to government of Uganda. The study thus recommended that relaxation and slackening of effort on any new developments in superior branding, product introductions, and cost leadership should be avoided since the occurrence of such pause upends momentum and progress to the advantage of strong rivals. Vigilance over its innovations and other strategies conceived and implemented should not only be optimum but total. Once there is any rollout of new products and innovations, the agile marketing efforts should not only be torrential but also consistently steadfast without any pause. Where there is any deficit in skill and capability in the company, succession planning, good leadership, retraining, benchmarking of resource allocation and of any best practice from highly successful entities on the world map should be encouraged and galvanized.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study investigated the relationship between competitive strategies and Market performance in Uganda's mobile telecom industry; taking a case of Airtel Uganda Ltd. The independent variable was therefore conceived to be the competitive strategies and the dependent variable was perceived to be the market performance.

This chapter presents the introduction ,background to the study (as highlighted by historical, conceptual and contextual background), statement of the problem , purpose of the study, specific objectives, research questions, research hypothesis, the scope of study, conceptual framework, significance of the study, justification of the study and definitions to key abbreviations, terms and concepts.

1.2 Background to the Study

The background of the study is presented in 4 perspectives; the historical, theoretical, conceptual and contextual perspective.

1.2.1 Historical background

The study of competitive strategies is as old as competition itself; and the two are inseparable. Several scholars have found an interconnection between competitive strategies and market performance in terms of sales and asset turnover alongside market share for the last two and half centuries. To improve practices of competition, appreciating the behavior of the firm is instrumental thus realizing a high market performance and sustainable competitive advantage (Ormanidhi & String, 2008). The term "generic strategy" implies the broad scope of use and the ability to create competitive advantage irrespective of the industry, type and size of organization (Herbert & Deresky 1987). Strategy is the fundamental pattern of current and projected developments and interactions, objectives, resources, of organizations with competitors, markets and other environmental factors (Mullins, Walker, Beyd & Larreche, 2002).

The implementation of strategy as a way to control market forces as well as market performance and shape a competitive environment began to emerge in the second half of the nineteenth century, a time when the invisible hand was shifting into the control of visible hand by managers (Adam Smith, 1776). Since the 1770s when Adam Smith heralded the importance of competition to the public good in "The Wealth of Nations, 4th Edition 1786," the world has evolved to date. In his earlier edition, Smith portrayed competition as an allocation game of productive resources to their most highly valued uses and encouraging efficiency, an elucidation that quickly attracted support among liberal economists with earlier dissenting views to the monopolistic practices of mercantilism, the dominant economic philosophy of the time. Noticeable competitions which later gave rise to competitive strategies in business were early evidenced in Coca-cola versus Pepsi in USA from their years of introduction in 1888 and 1893 respectively. Their competition became significantly known between 1922 and 1932 while it later on started heating-up world-widely between 1960 and 1975 (Dushyant Singh, 2014). Historically, competition in the telecom industry and the attendant competitive strategies gained traction more visibly in the second half of the 20th century in the scramble for market opportunities, market share and profitability.

The evolution of the industrialization and information regime has registered greater strides in the telecom industry thus underscoring diversified functions needed to buttress the accumulation of technological advancement for improved services demanded by any nation (Ahmed, &Mahmoud, 2012). Despite this evolution, and in line with business globalization, the drift from production to knowledge-based economy and the relentless proliferation of information communications technology has been the epicenter in this new millennium. With the rising levels of uncertainty of business environment and competitiveness of market, the telecom industry has had to endure over time. The liberalization of the sector, the extension of services by multinational conglomerates and the active competition currently in place in the sector have all contributed to the telecom revolution and the way they play out in terms of market performance. Many African governments have developed their telecom industries through liberalization and privatization of their state-owned telecom enterprises (Al-Debei, & Avison, 2011).

In Uganda, liberalization programs that ushered in competition and competitive strategies in the telecom industry evolved mostly around the year 1993 with the dynamics of restructuring the economy, privatization and other free market policies (Langseth, 1996: Sepehri ,1993). The Government of Uganda thus has since 1998 established a regulatory body-the Uganda Communication Commission (UCC) to take care of competitive concerns, regulate and provide oversight on the licensing and conduct of all telecom companies in Uganda alongside the television and radio broadcasting and postal courier Services (The Uganda Communications Act, 2000). The Act was in part, aimed at regulation and licensing competitive operators, introducing, enabling and catalyzing competition in the communications industry for the achievement of standardization, swift network over-stretching alongside competitively priced, quality services for national development.

Consequently, Airtel Uganda Ltd, from its history, was the first mobile telecom company to storm the Ugandan market landscape on 31st May 1995 (UCC Annual Report, 2014). From its inception, trading at first as Celtel “U” ltd , later on Zain “U” Ltd and finally as Airtel Uganda Ltd, the company launched its mobile telecom services in a virgin market that was only known since the

1960s of Landline telephone services rendered by the former Uganda Post and telecommunications corporation (Econ One Research, Inc,2002). This landline telephone provider (UPTC) later gave rise to Uganda Telecom Ltd (UTL) after the split up of UPTC into four separate entities in 1998 where the telecom division was carved out to stand alone as a new company. Later, three years after Celetel U Ltd, in October 1998, the MTN mobile network hit the market with an origin anchored in South Africa. In 2001, the Uganda telecom Ltd diversified from fixed line phone network alone to Mango mobile network phone lines. In 2007, Warid Telecom Ltd opened its market doors in Uganda for operation until when it was taken over by Airtel Uganda Ltd in 2013.As for Orange Telecom Ltd that was recently taken over by Africel Uganda emerged in 2009. The market was later joined by Smile Communications, Sure Telecom and Vodafone in the most recent times (UCC Annual Report, 2009).

The growth of competitive strategies has been informed over the years by their impactful translation into market performance leaders as others have remained challengers, followers and or laggards hence the research study on this phenomenon. Porter (1983) advocates that every company has a competitive strategy; either it is official or unofficial to the market. In the case of Airtel Uganda Ltd, the practice and application of Competitive strategies comprising of differentiation, cost leadership, differentiation focus and cost focus have been all in use to bring about Market performance impact. The other alternating strategies are those of the marketing mix comprising of the “4Ps” namely; Product, Place, Price and promotion for effective stimulation of the market and the relevant consumer behavior and market performance (McCarthy’s (1960). The internal company capabilities like human resources, information, innovation, technology, Asset level and capital adequacy are other strategic dimensions (Wernerfelt 1984; Day, 1994,) through which Airtel Uganda limited has pursued its trajectory to Market performance over the waves of competitive pressures (M. Porter's 5 forces model).

1.2.2 Theoretical Background

This study was underpinned by Porter's "Five forces Model (1979)", "Generic Competitive Strategies(1980)" ; and the Internal Company Capabilities Theory (Wernerfelt 1984; Hamel & Prahalad 1989,and Day, 1994,). Competitive Strategies and market performance are deep-rooted in the aforesaid theories and models explaining the operational coordination of the two variables under study and the entire conditions that explain their relevance in the world of business. The strategies and their relationships with market performance that have been supported by the highlighted theories were found to include competitive advantage, marketing mix and internal company capabilities. The market performance guide posts in the study revolved around Sales and Asset turnover, level of clientele, market share and tax revenue remitted to the government of Uganda.

According to "Five Forces Competitive Model (1979)", each company in an industry operates in a network of Forces of Suppliers, Buyers, New Entrants, Substitutes and Internal rivalry (Appendix 7). "Rivalry among existing competitors"- comprises of several types of competition, for example advertising campaigns, "Price discounting, new product introductions and service improvements (Porter, 2008, p.32)". These five forces dictate the competitive intensity and therefore its influence in attractiveness of an industry. According to Porter, attractiveness implies to industry market performance in sales and profitability and "unattractive" when the five forces drive down the overall profitability. Industries where fierce and acute competitive strategies have been mounted to contend with, there has been efforts to gain the most attractive sales , Asset turnovers, considerable profitability and market share from each other. The consequence of such battle has been a decrease in the potential for profit among all of the companies. Porter highlights as well the market entry barriers as alternative strategies to maintain the course of ensuring superior market performance of the dominant firm in the industry like capital requirements, product differentiation, and economies of scale, cost advantages not available to potential rivals regardless of size, access to distribution channels, the experience curve, and lobbying government policy.

Porter, (1980) classification of the generic competitive strategies heralded him at Harvard University as a top authority on competitiveness of regions and states as well as competitive strategy and the economic development of many nations. He classified the strategies as cost leadership ,differentiation, differentiation focus, and cost focus. Michael Porter stated that a differentiation focus strategy leverages the special needs of consumers in a specific segment so as to differentiate through marketing of the company's product as a unique quality in particular respects. His overall emphasis was the need to bring up competitive advantages amenable through competitive strategies for market performance particularly where a successful strategy has the capability to spearhead brand loyalty from customers as well as lowering price sensitivity in the market.

A competitive strategy is a plan for how a firm will compete, arrived at through the interrogation and evaluation of its strengths and weaknesses compare to those of its competitors, this must lead to a sustainable competitive advantage, (Porter, 1983). When a firm has capacity to deliver the identical or indifferent benefits to the market like other competitors but at a lower cost (cost advantage) or render benefits that are over and above those of competing products (differentiation advantage), a competitive advantage is already established. For this reason, a competitive advantage empowers a firm to put in place superior value for its customers and equally post superior profits for itself (Porter, 1985). The realization of a consistent, sustainable competitive advantage by a firm implies that such advantage is core to the entity. The ability for a business to survive and thrive with good performance parameters like sales and asset turnovers against its competitors over a long period of time is typically the epitome of sustainable competitive advantage.

On the sidelines of Porter's theoretical arguments of competitive strategies, there is however another underpinning theory of Internal Company Capabilities (Wernerfelt (1984); Hamel & Prahalad (1989), Day, (1994).

In the postulation of Wernerfelt (1984); Hamel and Prahalad (1989), and Day, (1994), marketing programs in the market driven firms should be developed with a major focus on developing marketing capabilities that support an organization's competitive strategy in all circumstances. Companies that undertake such marketing programs have a higher edge to outperform their less market-oriented rivals. Internal company capabilities like market planning and marketing management capabilities ,human resources, information, continued investment in market research, innovation, technology, pricing, product development, promotions, distribution channels and asset level and capital adequacy have a higher edge of market performance like sales and Asset turnover and obviously a high market share. The corporate competitiveness and performance enhanced and deep-rooted into the development of core competences (Wernerfelt, (1984); Hamel and Prahalad, (1989) is very overriding and overreaching to the point. The 'resource-based view of the firm' (Wernerfelt, (1984) has relentlessly emphasized the need to competing on 'capabilities', whether tangible or intangible (Hall, 1993). 'Capabilities' have been defined as: complex bundles of skills and collective learning, exercised through organizational processes that ensure superior coordination of functional activities (Day, 1994). These capabilities need to be consistently coordinated and aligned to the activities and processes of the company in the market arena to obtain higher leverage in the overall market performance. Once the capabilities are enhanced and coordinated consistently, the net outcome is the cumulative knowledge base and meritorious output. The increasing productivity and efficiency are all a function of the experience curve which usually triggers improvements in quality along the development trajectory. While the individual employees and organization's output improves with efficiency, this is followed by a corresponding and remarkable productivity boost. The lesser of injections of inputs and costs for higher sales output of products and services effectively heightens and spurs capacity; and taken altogether with the increased efficiency and productivity will ever translate into a reduction in unit cost (Lieberman, (1987).

In relation to the theories, Airtel Uganda ltd can achieve competitive advantage by leveraging and harnessing resources and all internal company capabilities while ensuring customer needs satisfaction more precisely and effectively than what is offered by competitors and in a way unmatched by those competitors who find it very difficult to emulate. In relation to the competitive advantage and market mix strategies, Airtel Uganda Ltd may continue to gain considerable market performance to create company sustainability in the overall competitive industry market.

This theory is much relevant in the understanding of competitive strategies and market performance in Uganda's mobile telecom industry with special reference to Airtel Uganda Ltd. The most compelling ground is that without any competitive strategy, no navigation through a competitive business environment and any business venture taking that walk in that direction will collapse on its own merit. However, due to the dynamics in the ever changing business environment any competitive strategy, as a limitation, is subject to gradual innovation as there is no permanent strategy that will always remain viably productive across different circumstances and periods of the performance trajectory all the time, the information sourcing and cost limits notwithstanding, in the face of SWOT analysis (Heinz Weihrich, 1999).

1.2.3 Conceptual Background

The key concepts in the study were Competitive Strategies taken as the independent variable and Market Performance as the dependent variable. Competitive strategies are the equivalent of competition actions in terms of all the ploys and maneuvers that propel and fan competition among business companies. According to Porter, (1980), competitive strategy can be defined as the "plan for how a firm will compete, arrived at through the interrogation of its strengths and weaknesses compare to those of its competitors. Competition is a contest between two parties striving for an indivisible goal where one's gain is the other's loss. Generally, it is a contest or rivalry between two or more entities, individuals, economic groups or social groups, etc., for market share, leadership, profit, niche, resources, goods, reputation and awards, for group or social status/image. Competitive strategies are hatched when the contested goal leads to a zero-sum result. The study context here only focused on competition among business companies in the Uganda's Mobile Telecom Industry particularly Airtel Uganda Ltd.

In this study therefore, competitive strategies were conceptualized as competitive advantage, marketing mix and company internal capability strategies. Under competitive advantage strategies, there are various ploys of product differentiation, differentiation focus, cost leadership and cost focus (Michael Porter's generic competitive strategies, 1980). Furthermore, product leadership, operational excellence and customer intimacy are other pertinent competitive strategies as advanced by Michael Treacy and Fred Wiearsma (1995). Pertaining to marketing mix strategies, the concepts of this outfit include product, place, price and promotion by McCarthy's (1960). Other additional concepts in line of the competitive strategies follow suit with the internal company capabilities and have been identified as human resources, information, innovations, technology, Asset level, and capital adequacy (Bryt, 1993, Thompson and Strickland,1987, Wernerfelt 1984; Hamel & Prahalad 1989,and Day, 1994,).

Porter (1985) asserts that there are basic businesses strategies – differentiation, cost leadership, and focus – where an organization performs best when it chooses and concentrates on one strategy. In all cases, whichever strategy is picked upon by a firm, it must dovetail firmly with the company's goals and objectives so as to achieve a competitive advantage (Parker and Helms, 1992; Kippenberger, 1996; Surowiecki, 1999; Ross, 1999).

According to Reilly, (2002), differentiation is part and parcel of Porter's key business strategies. An organization must crave for ensuring a superior product or service in order to reap fruits of the strategy of differentiation strategy (Porter, 1996; Cross, 1999; Hlavacka *et al.*, 2001). Provided the company has a product or service that is superior; excellent customer loyalty is the strategy outcome (Porter, 1985; Cross, 1999; Hlavacka *et al.*, 2001). Product differentiation seeks to satisfy customer need where tailored product or service is made to the customer. Consequently because of this tailored enhancement of the strategy, the firm may charge a superior monetary value to attract market share. Aaker (1984) further argues that a differentiation strategy, much as it attracts charging of a premium price, the more common baseline is that a higher price is usually less critical and not the major issue of the strategy.

According to Malburg, (2002), one of Porter's generic strategies is cost leadership. A lower cost advantage is attributable to all those approaches that tend to lower the cost price of inputs in business. The strategy targets low cost leadership advantage, low-cost manufacturing, and a low–

cost committed workforce (Malburg, 2000). Where opportunities warrant, an entity must be willing to disband any activities unconnected to a cost advantage and should consider outsourcing activities from other sources with a cost advantage (Malburg, 2000).In order for a firm to enjoy a large market share, an effective cost leadership strategy must be adopted (Hyatt, 2001).

When it comes to a focuser firm, it is just a choice of a specific, singular segment or group of segments in the industry to attend to. An entity whose overall competitive advantage is weak, the focus strategy must be escalated so as to satisfy those particular needs of the target segments and register a competitive advantage in them. The gaps between the given segment and other main segments in the industry are always taken advantage of by the cost focus and differentiation focus firms; an example being the gaps in unaddressed cost behavior or the unaddressed unique needs of a segment. An approach tailoring the activities of a firm to a specific segment exclusively that is reasonably under-served by broadly-targeted competitors is a robust strategy in the right direction (Porter, 1985).

Competitive strategies operate in a marketing operational environment where the McCarthy's (1960) four marketing mix model takes control. The four marketing mix strategies are those to do with product, place, and price and promotion elements in the target market when goals of effective competition are geared towards Profitability and sustainability. McCarthy's theory contends that once an entity adopts and conducts a thorough and efficient coordination of the marketing mix elements as strategies, the net result is the increased sales and profit all leading to market performance. Airtel Uganda Ltd, like any other enterprise operating in a competitive environment cannot avoid the application and coordination of the marketing mix elements in its competitive drive to attain market performance premiership.

Concerning the internal company capabilities, an organization cannot go very far on the market performance continuum and scale without using effectively and efficiently the human resources, information, innovation, technology, asset level and composition plus the capital adequacy in stock (Bryt, 1993, Thompson and Strickland,1987, Wernerfelt ,(1984) . There is an enormous role that is played by the marketing capabilities in an organization to harness and maintain competitive advantage. When the firm's agents and workers consistently and repetitively apply their knowledge time and again to address an entity's marketing problems, the resulting and consequential learning processes translate into real marketing capabilities. When all the marketing capabilities are all unleashed, the interplay of both adaptive and generative learning processes are likely to conjointly apply at various times (Day 1994; Slater & Narver 1995).

It is through such conceptualized framework that a company like Airtel Uganda ltd can harness the fruits of competitive strategies by earning a landmark package of rewards like sales and asset turnovers and market share as all the trump cards in the market performance arena of Uganda's telecom industry.

1.2.4 Contextual Background

Uganda's mobile telecom industry market has witnessed a growing number of mobile telecom companies following the market liberalization in 1993 (Reinikka and Collier, 2001). The liberalization allowed private sector participation with a blanket cover invitation of all interested companies to transact business in the telecommunication services arena in Uganda alongside the only monopolist landline telecom service provider of the time known as UP&TC and the number has grown within the last 22years of time space since 1995. Airtel Uganda Ltd, from its inception, trading at first as Celtel "U" ltd ,later on Zain "U" Ltd and finally as Airtel Uganda Ltd, the company launched its mobile telecom services in a virgin market that was only known since the 1960s of landline phone services rendered by the former UPTC.

Notwithstanding the evolution and infiltration of sundry competing mobile telecom companies, there is general consensus in the mobile telecom industry consumers and public as well that Airtel Uganda Ltd that stormed the market as a pioneer on 31st May, 1995 is positioned with a rich history of learning and experience model perceptions in the market operations to be the industry market leader in terms of market performance than any other telecom company in Uganda. The contextual framework at hand and the financial operating results (Table 1, Table 2 and the Appendices 6 &9**)** in the market have contrasted this phenomenal view of the majority public in disbelief.

Table 1: Sales Revenue for Top tier telecom companies in Uganda from 2009 to 2015-(See Appendix 6)

Market Leadership metric	**Competitive Company**	**Years of Market Performance & results in Million Uganda shillings ("000,000")**						
		2009	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Sales Turnover (Annual)	MTN Uganda Ltd	**672,188**	**840,235**	**864,085**	**1,007,386**	**1,186,143**	**1,271,001**	**1,320,156**
	Airtel Uganda Ltd	**197,347**	**169,716**	**256,760**	**367,675**	**504,957**	**721,996**	**846,204**

Source: UCC Annual reports FY2009-2015 covering financial performance of telecom companies in Uganda.

This market performance parameter capturing revenue alone before others are tackled, has aroused the curiosity of many interested groups and hence the driving force of this research study into the competitive strategies and market performance in Uganda's mobile telecom industry. A special case study of Airtel Uganda ltd was selected since it taps from the same environment as others in the competition but with the latitude of market pioneer credentials and heritage, a condition that would be seen elevating the company tremendously for market performance leadership while drawing from the learning and experience curve models (Adler and Clark, 1991) and equally the “Path dependency theory” (Teece et al,1997).

The mobile telecom industry in Uganda, inclusive of Airtel Uganda Ltd, is a vibrant outfit that offers mobile phone lines, digital data transmission, internet services and mobile money transfers in the whole country with a lot of competitiveness and company rivalry. It is a sector that operates modern state-of-the-art with sophiscated technology that deals or employs microwave digital transmissions from one signal point to another. It is an industry where telecommunication networks have interwoven all corners of the globe, continent or country to conform to a unitary cohesion popularly known as the “Global village”. According to the national regulator- Uganda Communication commission’s Annual Market report, (FY 2015/2016),Uganda boasts of over 22 million mobile phone lines (22,034,837 in total) serving the citizenry for both within the country and with external connections capacity to the entire globe (Appendix 9: Tele density Structure). The country’s communication network flourishes on competition among the major players in the telecom sector flagging off both regular and new products and services in a bid to attain market leadership in the industry. However, the Asset turnover which reveals the extent of how best the available assets have been viably deployed to generate economic inflows, is equally unpleasant with Airtel Uganda Ltd compared to the market performance champion; majorly MTN Uganda Ltd (Appendix6).

Looked at in the prism of tax revenue remitted to government of Uganda in the year 2015, Airtel Uganda Ltd occupies the second rank in mobile telecom companies to finance government operations through tax collections by Uganda Revenue Authority. The tax revenue remitted has a direct bearing on the total financial performance and magnitude of sales turnover and profitability of business enterprises (Mill, 1806-1873) including the mobile telecom companies.

Table 2: Tax Revenue remitted to the Government of Uganda through URA.

Uganda Revenue Authority 2015 by Top Mobile Telecom Companies among the 100 Top Tax Payers in Uganda.

Mobile Telecom Company	**Actual Tax Revenue Remitted to URA (Ug.Shs in Billions)**	**Rank Position in Mobile telecom Industry by Tax payment to URA.**	**Rank Among 100 Top Tax Payers in Uganda 2015.**
MTN Uganda Ltd	**458.7**	1	1
Airtel Uganda Ltd	**155.1**	2	3
Africel Uganda Ltd	**24.4**	3	27
UgandaTelecom Ltd	**7.0**	4	80

Source: An abridged extract version of President's Office release of 100 Top tax payers in Uganda: *Sunday Vision, February 28, 2016 Vol. 21 No.9, Page 14*.

The higher the turnover, the higher the tax revenue (Progressive tax) . According to Mill, (1806-1873), the ground origin of 'progressive tax,' is that the tax rate shoots up by the hike of the taxable amount from sales volume. This principle has been widely used in industrialized economics since industrial revolution. In light of all this, there have been progressive tendencies of Airtel Uganda Ltd to mount distributional coverage scattering Telephone masts across the country to broaden and attract greater network to some level of other industry players like MTN Uganda Ltd, albeit underscoring at times connectivity and greater Market share across the country. Airtel Uganda Ltd has currently a staff capacity of over 800 established employees and is widely scattered across the country with numerous distribution airtime sales agencies. Airtel Uganda Ltd has had an operational growth and has witnessed a trend of takeovers, mergers, retrenchments and selloffs and has become a model case in the face of company rivalry and competitive dynamics. It is currently operating nearly in all outlets of Uganda with airtime vending stockists.

Market performance in the Uganda's mobile telecom industry can clearly be looked at in the context of a tabular presentation of the Sales, Current Assets and Non-Current Assets as displayed in Appendix 6 attached at the end of this research work. From the performance display of the years from 2009 to 2015, the only major competition for market leadership is between the first two companies in the top tier of the telecom industry (MTN Uganda Ltd and Airtel Uganda Ltd). The rest are the underdogs in the market struggle and basically taken to be the market followers and laggards in performance. For this very reason, the competitive strategies are more amplified between the two giant players for which this research will be focused as the center of attention in the drive strategies and determination of market performance. Greater emphasis was laid on the sum total of Airtel Uganda's protracted efforts, strategies and maneuvers so far orchestrated in the industry market to gain performance yet with no success in sight.

1.3 Problem Statement

Competitive strategies the world over, are aimed at facilitating market performance including sales & asset turnovers , big clientele, profitability and market share in the face of waves of competitive pressures (Porters,1979). To the exclusive benefit of Airtel Uganda ltd in the market and industry, the path dependency theory (Teece et al, 1997), the learning and experience curve model strategies (Adler and Clark, 1991) are deemed to exponentially favor the earliest mobile operator, market pioneer and penetrator (James G.1991, Lieberman, 1987) as is the presumed case of this same company.

However, although there are many mobile telecom companies in Uganda whose market performance is subordinate to that of Airtel Uganda ltd, her performance trends are much relatively and majorly lower than MTN Uganda ltd over a long period of time (UCC Annual Reports,2009-2015). To counter this performance adversity, Airtel Uganda ltd has launched competitive advantage strategies alongside other innovative, marketing, predatory and internal company capability strategies all in vain. A reflection of this is in the fact that Airtel Uganda ltd was the first in the market to launch a prototype mobile money transfer service in 2009 called "ZAP" but was of no help to propel the company to market leadership before others like MTN Uganda Ltd joined the mobile money market a year later. Airtel Uganda Ltd took over Warid telecom in 2013 to the wild frantic excitement of the public but nothing has changed for it to be the market performance leader.

In 2015 alone, MTN Uganda ltd was ahead of Airtel Uganda Ltd in Sales turnover by 58% and in Asset turnover MTN Uganda ltd was 31% ahead of the very company. In respect of Tax revenue remitted to government in 2015 based on sales, MTN Uganda Ltd remitted much more by 196% **(Sh.303.6 bn)** ahead of Airtel Uganda Ltd. It is highly challenging for Airtel Uganda ltd, with all her market pioneer credentials, to meet industry and stakeholders' expectations to date.

Upon this whole background, the researcher was provoked to investigate the company affairs with a focal emphasis laid on the competitive strategies and market performance in Uganda's mobile telecom industry , and in particular, a case of Airtel Uganda ltd for tenable remedial actions.

1.4 Purpose of the Study

The purpose of the study was to investigate the relationship between competitive strategies and market performance of Uganda's mobile telecom industry taking a case of Airtel Uganda Ltd.

1.5 Specific Objectives

a) To establish the relationship between competitive advantage strategies and market performance of Airtel Uganda Ltd.

b) To examine the relationship between marketing mix strategies and market performance of Airtel Uganda ltd.

c) To find out the relationship between the internal company capabilities and market performance of Airtel Uganda Ltd.

1.6 Research Questions

a) What is the relationship between competitive advantages strategies and the market Performance of Airtel Uganda ltd?

b) What is the relationship between Marketing Mix Strategies and the market performance of Airtel Uganda Ltd?

c) What is the relationship between internal companies capabilities and the Market performance of Airtel Uganda Ltd?

1.7 Research Hypothesis

a) Competitive advantage strategies have a significant relationship with market performance in Uganda's mobile telecom industry;
b) Marketing mix strategies significantly relate to influence market performance in the Uganda's mobile telecom industry;
c) Internal company capabilities have a significant relationship with market performance in the Uganda's mobile telecom industry.

1.8 Scope of the Study

This section presents the scope in terms of content, geographical and time in which competitive strategies relate to market performance in the Uganda's mobile telecom industry.

1.8.1 Content Scope

The study examined competitive strategies of Airtel Uganda Ltd in comparison with other close top tier industry players like MTN Uganda, before cross–examining the data available with the mobile telecom industry regulator known as Uganda communications commission (UCC). Focus was targeted on how competitive Strategies affect the market performance in the mobile telecom industry.

1.8.2 Geographical Scope

The investigations were centered on Kampala and Regional headquarter service points with closer interactive investigations with key personnel in those centers including those serving at both top and middle management levels and a few key telecom service consumers and competitors in the area.

1.8.3 Time Scope

The study investigated market performance trends from 2009 to 2015, the period when Airtel Uganda metamorphosed from Celtel Uganda Ltd to Zain Uganda Ltd to the recent predatory takeover of Warid Ltd by Airtel Uganda Ltd in 2013 in the quest for market performance. This period was considered adequate to compare market performance trends of Airtel Uganda ltd with other players in the Uganda's mobile telecom industry all premised on the competitive strategies.

1.9 Conceptual Framework

It is highly considered that this section captures the independent variables and dependent variables of the study to underpin the relationship among those conceptualized settings. A closer look at *Figure 2* next page is a presentation of the independent variables of competitive strategies comprising of the competitive advantage strategies, the marketing mix strategies, and the internal company capabilities which all give rise to the dependent variables of market performance.

The entire tabular outlay next page demonstrates a clear insight of the conceptual framework. On the part of market performance, salient features included market share and turnover like Sales turnover, Asset turnover, big clientele/subscribers, profitability as well as tax revenue to government. Competitive strategies manifest the potential health and lucrativeness of competitive settings in the market.

The kind of contest may vary and could range from performance competition, where the concern of every company outshines the other in strategies to win the hearts and minds of the buyers, to a head-to-head contest, where an entity has to do better as well as impose barriers for the other competitor to dismally perform.

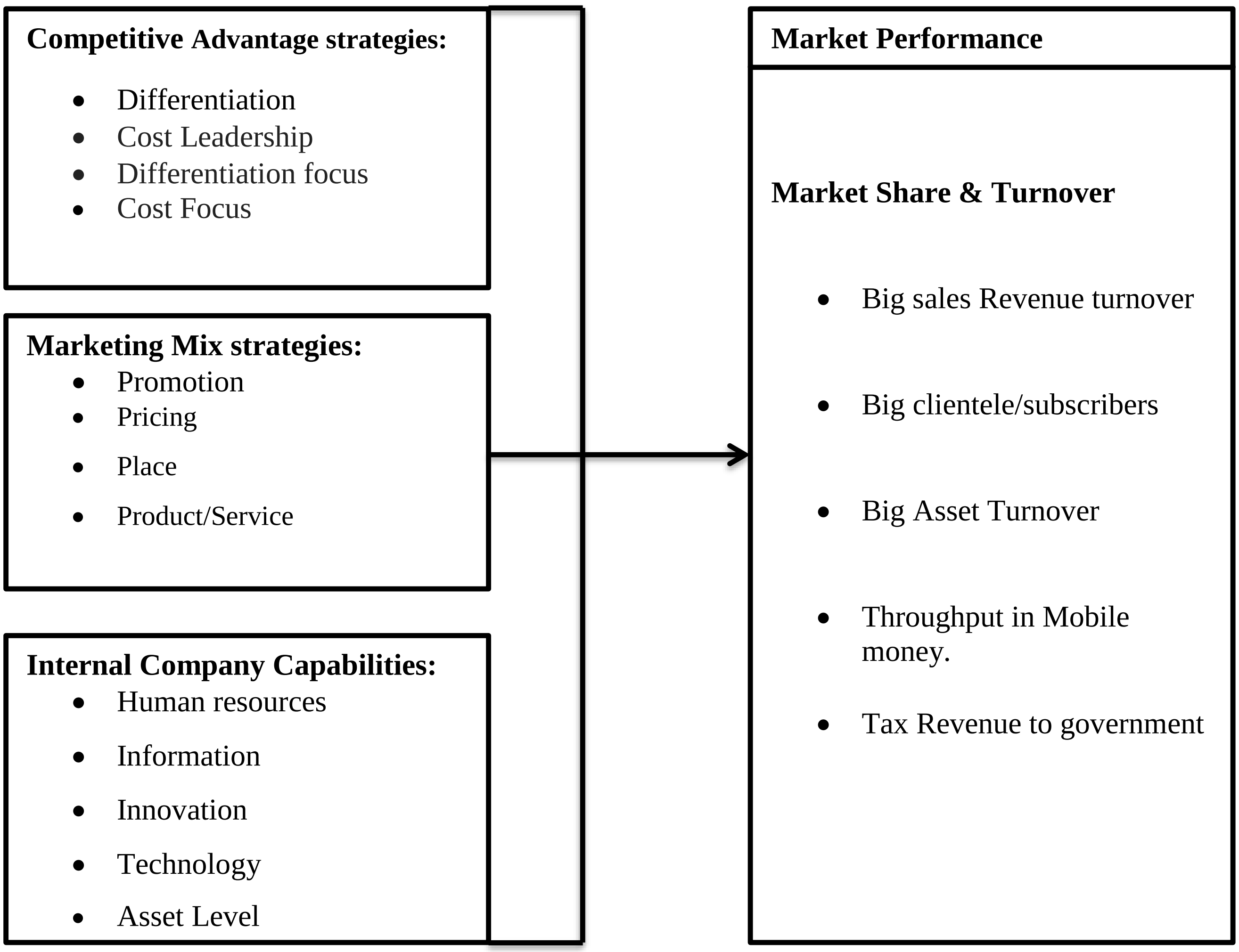
Figure 1: Conceptual framework

Independent Variables

Competitive Strategies

Dependent Variables

Market Performance



1.10 Significance of the Study

In anticipation of continuity of debate and discussion, the study aimed at raising ideas and issues with a clear eye of drawing other players, stakeholders and persons to participate in tackling matters related to competitive strategies and market performance in various organizations. There is no advance prescription presumed to provide the ideal measures handy for utilization by the stakeholders so as to a down turn of trends. However, the beneficiaries/stakeholders will find it instrumental to adopt and implement various strategies so far covered in this study.

a) Management of Airtel Uganda Ltd

Competitive advantage is **a** dream of any entrepreneur and equally a cornerstone of Competitive strategies and the key to the market performance position of any organization setup like Airtel Uganda Ltd. The management of Airtel Uganda Ltd is positioned to benefit from a better understanding of the competitive strategies applicable in its operations if so chosen, and the co-relationships between the competitive strategies employed by the company and market performance, plus the constraints ahead of the company in implementing the chosen and adopted strategies.

b) Government Policy

The mobile telecom industry is by highest standards a model setter and heart beat for economic growth of any given country. There are so many opportunities to reap: taxation revenue improved and informed planning guide, aids to trade as well as employment opportunities to the nationals. The docket of provision of safety to either nationals or industry operators resides in the hands of government. On the premises of the findings of this study, all informed decisions key to formulate policies and invest in the telephone mobile service sector are all abound to be accessible to government organs.

c) Future Researchers and academicians

Market performance is attributable to a balanced combination of various variables which the study was inclined to analyze in drawing their influence in relation to the hanging gaps unfilled by the information provided by other scholars in the available literature review. The researcher therefore believed the study would enrich as well as enliven the body knowledge in competitive strategies research realms so as to serve as a basis for future research.

d) Researcher's Qualification Award

The study was to enable the researcher attain a higher degree of Masters in Business Administration.

1.11 Justification of the Study

Competitive advantage is a by-product of competitive strategies in the contest for the market performance position of any organization setup in any industry like the Uganda's mobile telecom sector of the economy. The study cherished to investigate as well as identify the embodiment of various strategies used by successful companies in the attainment of market performance as a treasure trove for reputation, public image and corporate financial breakthrough in form of turnovers in sales, profitability and assets and any gaps left unfilled. The justification is specific in purpose and use as follows:

a) Entrepreneurial Benchmark

The study focused on the paradox of why some companies fail to rise to the top of market performance and why others make it up the ladder with various commensurate lessons drawn. The study was again an entrepreneurial reminder that Success breeds complacency and complacency breeds failure in the ordinary functioning of an open economy where monopoly is a thing of the historical past time.

b) Winning Strategy Choice

Although different scholars have looked at several dimensions of competitive strategy practices in various dimensions like differentiation, cost leadership, cost focus, marketing mix, internal company capabilities, the researcher considered only mainly those advocated for by Michael Porter (differentiation, Cost leadership and cost focus) and internal company capabilities because they represent the pivotal knowledge of more of internal company scan than from the external sourcing so as to magnetize market performance championship.

c) Knowledge Gaps

Despite the enormous reservoir of practitioners and researchers in business circles in the country, there was no study in Uganda that has taken the initiative to find out the various competitive strategies that have been undertaken to spur market performance. In this regard, it is highly anticipated that this study would profoundly make an impactful contribution towards the existing body of knowledge ,and in particular, in connection with the relationship between competitive strategy practices and market performance of Uganda's mobile telecom industry ,and in particular, Airtel Uganda Ltd.

1.12 Definition of Key terms and Abbreviations.

Performance: performance is the measure of the extent and scale to which goals and objectives of an organization are met concerning the defined standards and targets for each unit objective (Monaghan, 2000; Dess and Shaw, 2001).

Conglomerate: A large corporation made up of jointed diversified firms for commercial purposes.

Nicher: A marketer serving in unserved narrow market before others can explore such market.

Laggard: A company/organization, etc that is slow at doing something and is in the rear position of the competition line.

Market Challenger: The competitor in the second run-up to premier position of leadership or winner in the market.

Prototype: an original or first model of something from which other forms are copied or developed

Dynamic capabilities: The firm's capacity to reconfigure internal and external competences, build, integrate and to respond to the rapidly changing environs. Dynamic capabilities are a replica of an entity's capacity to accomplish new and innovative mechanisms of competitive advantage in market positions and along technological trajectories and path dependencies (Leonard-Barton, 1992).

Reverse Engineering: This is a mechanism of imitation of an already available technology by backtracking, rewinding and or tracing backwards to conform to what and how it performs the work. There must be a prototype form that has been in existence as a product, handcraft and works; and when there is the legal rights of use like copyrights, patent, or royalty are in place, the reproduction of similar results is by modifying different mechanisms and structures to avoid infringements on the exclusive rights pertaining to that product or type of works.

In brief, to understand better the bedrock of competitive strategies and market performance in general, having looked at all the background, problem statement , purpose, objectives, research questions, hypothesis, scope ,conceptual framework, significance and justifications of the study all in chapter one, it was incumbent upon the researcher to have a total reflection of the broad literature review and appreciate the enormity of its informative and elaborative articulations of the study that come next here in chapter two.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study investigated the relationships between competitive strategies and market performance in Uganda's mobile telecom industry, taking a case of Airtel ltd. This chapter is a review of theoretical, conceptual and related literature. In reviewing literature, the researcher used secondary sources from textbooks, journals, research dissertations, government reports and publications.

2.2 Theoretical review

The study was be underpinned by Porter's competitive Five Forces model (1979) and his Generic Competitive Strategies (1980); and the Internal Company Capabilities theory by (Wernerfelt 1984; Hamel & Prahalad 1989, and Day, 1994).

2.2.1 Porter's Five Forces

Michael Porter advocated that there are various activities to be fulfilled involving cost and value creation for buyers when entities are interfaced competitive pressures in a given industry. The chief aim of companies in designing and employing competitive strategy is all about positioning in a profitable and sustainable condition against all competitive pressures and forces regulating the industry (Porter, 1985). These forces according to Porter determine the attractiveness or profitability of the industry. The stronger the five forces, the more dwindling of profitability in the given industry and vice versa. There are five forces dictating the modus operandi of competition in an industry: the bargaining power of buyers, the bargaining power of suppliers, the threat of new entrants, the threat of substitute products and the rivalry among the existing competitors. All these forces have a bearing on prices, costs and required investments; and for that matter sales and profitability are hinged on them to impact on market performance.

The potential entrants as a threat in an industry determine the tune and tenor of competition as well as competitive strategies with the view of capturing market share hence triggering all threats to existing players in the market. The entry barriers in competitive settings within a specific industry are influenced by the strength and impact of threat and as such the lower the entry barriers the higher the threat of new entrants and vice versa. In most cases, when new entrants join competition in an industry, they bring with them new capacity, substantial capital resources and the desire to gain market share in an effort to influence or shake up competitors (Porter, 1985). The existential entry barriers and the number of operating companies in an industry are the brewers of 'Rivalry among existing competitors' (Johnson et al., 2008). As the most significant predictors of industry profitability", the potency and robustness of entry barriers have been consistently play a big role (Rothaermel, 2008).

The threat of Substitutes is another force that exerts pressure in the market under Porters five forces model. The switching of buyers to other substitute products is usually contingent upon the price sensitivity of any product or service. Once it is simple to block or put a lid on the prices for which the product/service is available in the industry, the threat of substitute products limits the profit yield in that same industry (Porter, 1985). Profitability in both normal and boom times is in most cases effectively diminished by the availability of substitutes in and industry.

The third force in Michael Porters five forces model is that of bargaining power of buyers. Bulk buyers and consumers are particularly potent forces when huge constant costs are the common features obtaining in the industry especially where this attribute raises the stakes to keep capacity filled. The buyers with strong bargaining power are likely to better terms and conditions of service if their demands pressure on suppliers induces the reduction of price or uplifting of quality of service or goods on the part of suppliers (Porter, 1985). When many suppliers are contesting for the same product market offer thus resulting into switching tendencies of the potential buyers from one supplier to another with much ease due to availability of alternatives, the implication is that there is higher bargaining power of the buyers, most commonly in undifferentiated products.

In a related context of analysis of Porter's five forces model, the bargaining power of the Suppliers as a threat also takes a center stage. The bargaining power is real and enormous when the demand for a product becomes shoots up than the supply, or the emergence of a small number of suppliers in a certain industry triggering new found bigger power to exert over buyers. When suppliers find it simple hike prices or lower the quality of goods and services purchased, and then they have an enormous bargaining power on buyers in an industry. In circumstances where suppliers create unique products or offer highly differentiated products, then their bargaining power becomes more consolidated in the face of buyers (Porter, 1985).

The fifth force among Porter's five competitive forces is the "Rivalry among existing competitors". Rivalry is a function of no single factor situation or condition and is a form of craving for position while employing all tactics like competitive price, product introduction and advertising maneuvers. According to Rajasekar and Mueid, 2015, rivalry is defined as the mechanisms put in place for either industry operators or available contesting entities so as to maintain and enhance a positive shift in their overall market share, revenue, profitability and image. Rivalry is again characterized by the freedom with which customers get easy advantage of migrating from one product to another as companies greatly struggle to capture customers/buyers. Accordingly, the intensity and basis of competition become definitively the triggers of the degree of rivalry whether it is lower or upper or average (Porter, 1985).

There is relevancy of Porters competitive forces in that they demystified the micro-economic theory by using only Five Forces. The Five forces model brings out a platform to interrogate, scrutinize and gauge complex interactions within competitive settings in an industry through a structured way (Porter, 1979). The Five Forces framework “went beyond a more simplistic focus on relative market growth rates in determining industry attractiveness” (Grundy, 2006).

However, a number of criticisms have been raised on Porter’s work. According to Speed (1989) ,Porter’s choice of forces portray an imaginary situation with no validation and furthermore Porter fails to render indicators as to how to implement any analysis based on these forces since there is hardly any proposal of counteraction . According to Thyrlby (1998), the Five Forces model of Porter renders the whole narrative and notion rigid without time limit calibration. Thus fluctuations and evolutions of markets with high rate of competition dynamics become difficult to visualize under Porter’s Five forces model. Furthermore there is no assurance of competitive advantage in relation to the Five forces framework that is inviolable and sustained (Aktouf, 2004) since there are consistent fluctuations of the competitive settings (Karagiannopoulos, Georgopoulo & Nikolopoulos, 2005). Flower (2004) and Downes (1997) disparages the “Five forces model” because of the short sight to refer to or otherwise the failure to exploit ‘Digitalization’, ‘Globalization’, and ‘Deregulation’ with their contributions and influence.

2.3 Conceptual Literature Review

2.3.1 Porters Generic Competitive advantage Strategies and Market Performance

While a company must live and adapt to the Five Forces model for sustainability in business as they are all industry economics, the entity may gain latitude of boosting operations through competitive strategic shifts and maneuvers. According to Porter, (1979), any business plan must hat have a strategy. In order to determine a company's relative position within its industry, it is the level of a company's profitability to reveal such condition either as being higher or lower than the industry average. The important platform of being higher than average profitability of a company in the long run is sustainable competitive advantage. Porter again establishes that there are basically two types of competitive advantage in the hands of a company: differentiation or low cost. When two basic types of competitive advantage are conjoined with the scope of activities that a company is inclined to accomplish in them, the net result becomes the three generic strategies to register modest industry efficiency: cost leadership (no frills), differentiation (creating uniquely desirable products and services), and focus (offering a specialized service in a niche market) (Porter, 1998). Porter, (1980) , proposes for any effective plan to take shape, the three aforesaid strategies are mandatory components necessary for a company to employ so as to establish a competitive market position. Despite all this, many researchers have argued that an amalgamation of these strategies may leverage a company to the best chance possible of garnering a competitive advantage (Karnani, 1984; Miller and Friesen, 1986; White, 1986; Hill, 1988).

Figure 2: Porter's Concept of Generic Competitive Strategies

Broad	Cost Leadership Strategies	Differentiation Strategies
Competitive Scope		
Narrow	Cost Focus Strategies	Differentiation Focus Strategies
	Cost	Differentiation

Source: Reed, 2002, p.98.

Individual strategy alone has also attracted various proponents and studies as being beneficial with improved market performance (Allen and Helms, 2006; Hahn and Powers, 2004, 2010); while other studies reveal a strategy that includes both cost and differentiation competitive ploys.

Cost Leadership:

Porter's generic strategies (Malburg, 2000) include cost leadership. The chief objective of this maneuver is to garner competitive advantage through the lowest cost approach in the industry (Porter, 1987; Anon, 1998; Cross, 1999; Hyatt, 2001; Davidson, 2001). While a low-cost advantage is achievable for the good of the firm, there must be a low-cost manufacturing, a low-cost leadership strategy and a workforce inclined to the low-cost strategy (Malburg, 2000). It is of no use to adopt any activities that do not propel an organization to cost advantage and therefore such undertakings should be dropped and instead the firm should tap on external sourcing of activities to other organization with a view to have a cost advantage (Malburg, 2000). One main criticism to the cost leadership strategy is about the lack of attention to customer loyalty and in the instances of fixing prices at a lower bar too much, loss of revenues may result (Cross, 1999).

Differentiation:

Porter's key business strategies (Reilly, 2002) include differentiation which targets superior performance. The main focus and emphasis of this strategy is to provide a superior and special good or service that mostly appeals to the market (Porter, 1996; Cross, 1999; Hlavacka et al., 2001). On the grounds that the product or service is special and highly appealing; this ploy enhances greater customer loyalty (Porter, 1985; Cross, 1999; Hlavacka et al., 2001). As a major tenet, Product differentiation fulfills and satisfies a customer need hence endearing the product or service to the customer. The impulsive result of this tailored product or service is that the company may levy a superior price to magnetize the market share. In most markets, however, there is general emulation and imitation of product offering by the competition, thus diminishing its value. To maintain and sustain a differentiated advantage over the long term, a firm must generate and employ faster entrepreneurial configurations to hone skills, resources and processes that keep amplifying the value to the customer (Day 1994). A competitive industry can lend the achievement of superior performance to a firm through the pursuit of a generic strategy which Porter, (2000) construes as the uptick of an overall cost leadership, differentiation, or focus approach to the competition in the industry. In the circumstances that a company chooses no strategy of either differentiation or cost leadership, it is bound to be stuck in the middle of the road and reduced performance will be the consequence in relation to companies selecting and pursuing one generic strategy. One main criticism advanced and leveled against the differentiation strategy is that much as Porter says that differentiation and high market share don't go together (incompatible) , it is generally because differentiation is usually costly.

Focus:

A firm that adopts the focus strategy has to choose a particular stratum or collection of segments in the industry. When the firm's overall competitive advantage is elusive or unattainable, the optimal strategy to employ is to ensure the achievement of a competitive advantage through special attention to the target market segment needs satisfactorily. Any gaps obtaining between a given segment and the other main segments in the industry are always the center of attraction for cost focus and differentiation focus, i.e. gaps in cost behavior or the superior needs of a segment (Porter, 1985).

Combination of Differentiation and Cost leadership

An amalgamation of both strategies as portrayed above can be adopted by a particular company. When a particular firm selects to use for example focused differentiation strategy, the implication is that it is deemed to have a unique or special product directed to a targeted market segment. When a firm elects and embraces a cost leadership strategy aimed at a specific market segment then it employs a focused cost-leadership strategy. This sets in an interrogation as to whether or not such company can have a differentiation and low-cost leadership strategy simultaneously (Helms *et al.*, 1997). Porter contends that differentiation and cost-leadership had a clear distinction between them (Helms *et al.*, 1997) although other researchers are cautious to this condition (Buzzell and Wiersema, 1981; Hall, 1983; Phillips *et al.*, 1983).

Criticisms of Porters competitive advantage strategies are also real and audible. Whereas the model practice of a company may be competitive advantage per see (Welch, 2005) on one hand, competitive advantage may be, on the other hand, a function of internal or external forces; implying resource and environment based view of competitive advantage (Barney, 1991). The cost leadership strategy entails the sale of a "standard or no-frills" product (Porter, 1985: 13) blended with "aggressive pricing" (Porter, 1980) and making a "fairly standardized product while underpricing everybody else" (Kiechel, 1981). It is worth noting that the cost leadership strategy is "heavy up-front capital investment in state-of-the-art equipment" (Porter, 1980: 36). Accordingly, Kiechel (1981) contend that in an effort to maintain cost leadership an organization should first of all therefore "buy the largest, most modern plant in the industry." So, critically, in the case that such high stakes are committed, what remains is that only the most stout-hearted can play. Differentiation through branding (Levitt, 1980) is basically the dominant strategy used in most competitive products and services given that when an entity puts the label of commodity on a product it becomes a self-fulfilling prophecy (Peters and Austin, 1985). On the whole, the viability of Porter's models and theories have been interrogated by many scholars (Downs, 2010, Recklies, 2011). According to another professor from Harvard Business School, Joan Magretta, his outright argument about Porter's models and theories was that Porter became a victim of his own success (Magretta, 2012, Allio, 2012). Finally, for high market performance, Porters' work cannot be rejected or sidelined despite the fact that it is still indefensible and unreliable during the moment of decision making upon strategy and competitive advantage (Recklies, 2011).

2.3.2 The Marketing Mix Strategy and Market Performance

McCarthy (1960) advocates that when an entrepreneur wants to appeal for support from buyers for better market performance results, he must have before him four key controllable variables – product, promotion, place and price – which are maneuverable at all times of his discretion. According to McCathy,(1960), product is the offer the entrepreneur presents in physical or nonphysical form to the market that can address a customer need, give remedy or be applied on to the lineup of inventing something beneficial or otherwise of value (Vargo and Lusch ,2004). When a company designs products that satisfy the needs of customers, that fit within the corporate goals and hurdles whether internal or external, and which may outshine the competitors' products, then such company should patently have a capability in product development. According to McCarthy (1960), the diligent communication via the use of the promotional mix between the marketing company and its buyers and customers, partners or society is what promotion is all about. The trade and consumer promotions entail many things; promotional price support, price discounts, coupons, premiums, money off, bonus packs, free samples, prize promotions, loyalty cards, free goods, in-store displays, allowances and staged competitions. Communication by computer assisted communication style, and social media facilitated conversations between buyers and companies or the customer and market as promotion (Hoffmann & Novak, (1996) was an improvement over the traditional perspective of the marketer to the market communications. Promotion for this study was taken to mean advertising, sales promotions, and personal selling activities the firm uses to communicate with the market and sell the product (Kotler &Ruth (2004). Advertising entails non-personal communication transmitted through mass media. Publicity takes various ways of promotion through Magazines and television, Newsletters, Newspapers. Sales promotion is also concerned with all forms of communication beyond advertising and personal selling exemplified by direct mail, coupons, demonstrations, exhibits, sweepstakes, trade allowances, volume discounts, sampling, point of sale displays, rebates (Kotler ,2004). Place refers to every bridging mechanism between the producer and the consumer in respect of the coordination and transfer of a product. Effective management in the supply chain and the relationship with distributors is vital as a capability in channel management hence place management. Place also entails any means of how product/service distribution is organized till the end user (Bloch, 2005).The company ought to have all distribution mechanisms to ensure the product or service gets to the right place at the right time. The transfer of intangible benefits towards the final consumer via the appropriate services like digital products, ideas or experiences has re-awakened attention of place as one of the crucial organs of the marketing mix to respond to the logistical challenges, the supply chain notwithstanding. The total cost that the final consumer bears so as to gain access or use of the product by factoring non-financial and financial considerations is what constitutes price. Pricing therefore refers to the processes desired to competitively price the firm's products and services with all the monitoring mechanisms in the market arena. Pricing plays a big role in the market mix since it is the one to generate a turnover for the organization (Bloch, 2005) which remains constant unlike others in the mix. There are various ways of Pricing: the penetration pricing, the skimming pricing, value pricing, promotional pricing ,competitive pricing product line pricing, premium pricing, captive product pricing, psychological pricing, geographical pricing, optional product pricing, economy pricing, product bundle pricing, and are all available for choice and convenience of the organization.

A client oriented alternative to McCarthy's 4Ps approach was advocated for by Dev and Schultz (2005a, 2005b) with the SIVA mix Matrix (Appendix 8). There are four key decision influences of SIVA from the buyer's perspective which connote: Solution, Information, Value and Accessibility. Solution is related to the value that the buyer/consumer gains by using the offer presented by the company and acknowledges that consumers utilize products and services in various ways, with further argument that interpretation and use by the consumer becomes a gradual component of the overall value creation process. While applying the Mix Matrix, the marketer has the latitude to take note of the different elements of the 4Ps and SIVA and how they notify the customer, bring in place or shorten access barriers, generate value and yield to the total solution in the market place performance. Value of product entails the imagined, real or anticipated cost of the solution and translates into the opportunity cost or net sacrifice which the buyer or consumer has to bear in response to the bundle of benefits derived from the solution which underpins the social costs of reputation, pride, effort, time, effort, in extension to any monetary cost issues.

As part of the criticism, the marketing mix strategies operate with limitations and have been disparaged for their corporate focus for managers at the expense of customer orientation without redress. It is worth noting however that the corporate outlook is a intended core feature of the marketing mix provided that the configured system was set as the package of variables that an entrepreneur can play with. As long as the marketing mix was production-dominated by design, Dev and Schultz (2005) found justification to launch a customer orientated mix as a strategy catapulting to market performance. SIVA's strength is premised in its capacity to translate the needs of the market into actionable business behaviors for the entrepreneur to adopt, adapt and apply as necessary. Apart from the fact that the marketing is often used by organizations, McCarthy's marketing mix model is also criticized since the 4P's would only apply to the consumer market and would not emphasize business to business enough hence underwhelming the macro business relations and the overall marketing dimension.

2.3.3 Internal Company Capabilities and Market Performance

The phenomenon of resources and capabilities provides a platform as a business strategy that streamlines a sustained revenue stream in the market arena in the long term and is an outlook search for resources and internal capacities of each company, and all branded as profound sources of competitive advantages. The strategy followed by an organization is contingent upon the resources they possess. Internal company resources and capabilities have been defined with general consensus among all the research authors: (Penrose 1959, Caves 1980, Wernerfelt 1984, Barney 1991, Amit and Schoemaker 1993, Side and Wilson 1994, Makadok 2001, De Carolis 2003, Maritan and Brush, 2003). The unique capabilities and resources that give a company all inimitable possibilities is the prime overarching denominator of competitive advantages (Amit and Schoemaker, 1993).

According to Bryt,(1993), the critical sources of competitive Capabilities include: Human Resources , Asset level , Capacity to collect and use information ,innovation and technology. These factors have a direct bearing on the level of performance in the Market. Failure to design competitive strategies basing on these factors may be amenable to a decline in market performance and thus loss of Market dominance and sustainability in the industry. When a company has valuable resources and capabilities and are hard to imitate (or copy), and or acquire or replace easily by competitors, this becomes a preponderance of ground to market performance than competitors (Barney, 1991). For effective value creation to consumers and customers by an organization, resources have been numerously enlisted as financial, physical, technological, social or human depending on areas of application and positivity in yield geared towards market performance. Competing on capabilities whether tangible or intangible is one of the amplified aspects of the 'resource-based view of the firm' (Wernerfelt ,1984, Hall ,1993) . 'Capabilities' have been therefore defined as: complex packages or bundles of skills and collective learning, applied via corporate processes that ensure superior coordination of functional activities (Day 1994,). It has been established that the company reputation or image, brand titles, the employees' experienced-knowledge-acquisition, , the intellectual property assets embracing the protection by way of trademarks, patents and copyrights have been the hallmark of intangible resources which are non-physical creations of the managers and employees. On the other hand, physical resources exemplified by land, buildings, equipment, plant, inventory, and money all conform to tangible resources. Whilst a package of resources empowers companies to achieve a competitive advantage, another bundle leads to premier long term performance

(Chigada, 2014).

There is a common ground of argument that both internal and external company specific capabilities must be harnessed and exploited and even be renewed with a view to respond to the ever changing business environment to achieve competitive advantage (Teece and Pisano (1994). In pursuit of sustained competitive advantage, companies require to construct or initiate unique, hard to transfer, inimitable to replicate and particularly "modifiable distinctive capabilities as espoused by the dynamic capabilities postulations (Teece et al., 1997; Winter, 2003). Capabilities have a prequalification part of which is that they should satisfy certain challenging guide posts of criteria; the state of being complex, tacit and ubiquitously rare, (Johnson & Scholes 1999) and as such their identification is not a simple process. Dynamic capabilities focused on flexible nature attributes are defined as "the capacity of an entity to objectively invent, expand or modify its resource base" (Helfat et al., 2007: 4) which appear to be the antecedents of company and strategic perspectives. Those capabilities may be repetitive and having a patterned behavior that is only acquired especially via learning by practicing and underpinned in tacit knowledge (Winter, 2003)) all of which facilitate the corporate management to gain or generate new resources, integrate and recombine where possible in an attempt to gain a new resource base (Yam et al., 2011).

Business strategy is much more restricted to determining direction and ensuring dovetailing of internal resources with skills amidst a fluctuating external environment in the quest to galvanize the market performance of the company over time (Viljoen 1994). An entity's capacity to renew or hone the capabilities to generate, distribute, and exude a reflection of market intelligence is one fundamental channel of using processes as a platform for competitive advantage (Day 1994) and the processes to operate on this information (Hunt & Morgan 1995). Marketing as a capability and function has a potent influence upon the hatching of strategies and how resources are rationed or otherwise allocated to implement these strategies hence underscoring the vitality of marketing management in an organizational setup towards market performance (Hunt & Morgan 1995; Varadarajan & Clark 1994). Strategically, the key success factors of company capabilities or competitive variables include: adequacy of product line, product quality and performance, firm reputation, technological skills and know how, raw material access and cost, manufacturing capability, competent management, innovation capability and adequacy of financial resources. There are factors that create potential internal weakness that include: lack of key skills, falling behind in research and development, below average marketing skills, weak management, and failure to finance operations (Thompson & Strickland, 1987).

2.3.3.1 Human Resource –General Capabilities

Human resources with an entrepreneurial top leadership are perceived the world over as the premier resource/Asset over and above others in an organization because success or failure is determined many times by the human resource of any given enterprise. This is because many of the critical capabilities organizations have depend on the quality of human resource to attain competitive advantages (Bryt 1993). The operational performance cannot be leveraged by sophisticated technologies and innovative manufacturing practices alone and even when they do ,it is to a limited extent. It is the human resource management practices and effort in place to provide and sustain a constant sociotechnical system upon which all business operations thrive and prosper (Ahmad & Schroeder, 2003). Today's competitive world requires high technical and managerial acumen capable of rapid response to the changing economic environment. Munene (1996), for instance , in defense of charisma argues that charismatic leadership fuse their beliefs within those of the followers in such a way that they are willing to offer unquestioning obedience and be emotionally involved within the mission towards which the leaders are aiming at. Human resource comprises of the morale, attitudes, skill and education of employees and this can be as valuable to the company as its tangible assets.

It has been known time immemorial that the ordinary known sources of competitive advantage like natural resources, technology, economies of scale, and many others, create value. However, the proponents of the resource-based view argue extensively that such resources can be easily imitated, more particularly in comparison with the complex social structure such as an employment system. A thoroughly developed and natured human resource, unlike the capital investments, economic scale and patents, is undeniably an "invisible asset" that creates value and a huge boost to market performance in an organization (Itami, 1987). The human resource is at its best crescendo of performance when it is profoundly engaged and blended in the operational systems of an establishment that it enlivens and bolsters the entity's capabilities. Much as the gaps obtaining in the market and book value of assets imply and reflect "core competence-people-embodied skills" (Hamel & Prahalad, 1994: 232), this argument of the conventional measures of economic rent do not bring out role and effort of the human resources. To begin with grasping the real mechanisms by which the intercourse of human resource practices and policies generate value is very complicated. To achieve any progress in performance, the likelihood of additive or multiplicative effects, or the involvement of complex nonlinearities are best engineered and stimulated by the human resources. In the absence of the HR system and its intellect, even benchmarking and imitation of technologies like "reverse engineering" from other products of super competing entities would not be achievable on the world map. Additionally, these human resource systems are path dependent to mark the whole historical progression and growth of a firm. The HR systems comprise of policies that are tuned, honed and improved for a long while and may not be acquirable or procurable from the market by competitors. The management's capability to accomplish the replication of socially complex issues like culture and interpersonal relationships has limits unless the human resources are engaged (Brian Becker and Barry Gerhart, 1996).

Before any criticism of the human resources, there is that appreciation of the vitality of HR systems in the creation and conservation of a company's specific competitive advantage (Wright and McMahan, (1992). However, the HR systems have tricky and flagrant limitations in the entire pursuit of strategy implementation and market performance. The effectiveness and efficiency is life supported by other managerial policies and science where for example even the most highly skilled employees are bound to fail if they are not motivated to perform. The overall output of a robust skilled and motivated manpower is bound to suffer or get drastically diminished, when jobs are structured to the extent that employees have no privilege to apply their skills and knowledge to configure, design, and polish new and refined ways of accomplishing the tasks (Bailey (1993) Again, an individual employee's performance is dependent on the human resource management practices since through their oversight and control, the employees' skills and motivation as well as the organizational structures can permit such workers to revamp and re-energize their job. The indicative factors and indices of the employees' probability to leave an organization may dwell on concerns like job security, devotion, presence of a union, welfare, organizational commitment, job satisfaction and demographic variables such as, age, gender and education inter alia (Cotton & Tuttle, 1986) hence a managerial complexity.

2.3.3.2 Human Resource-Marketing Capabilities

An important aspect of this research analyzed the special placement of the role played by marketing capabilities in the achievement and sustenance of competitive advantage. The intermeshed processes configured to utilize the collective knowledge, resources and skills of an entity with all value addition attributes tagged to goods and services for the market-oriented needs of the business to satisfy competitive demands is what is collectively referred to as marketing capabilities (Day 1994). When individuals blend their respective competences and knowledge with other intangible and tangible resources available to them in the market arena for a particular firm, the net result is superior marketing capabilities (Day 1994). The capabilities develop in a company through a number of appreciated ways. When there is constant and repetitive application of employee's knowledge in marketing problem solving issues of a firm, the marketing capabilities are developed via such learning processes as is the case of apprenticeship. In this respect, both adaptive and generative learning processes may be applied at various times (Day 1994; Slater & Narver 1995). The knowledge-based resources and tangible resources compounded together give rise to bring in place valuable outputs when marketing capabilities are deemed to be of some integrative processes. One of the criticisms of marketing capabilities is that they don't work in an exclusive province of application to gain good market performance without other support attributes like quality, superiority, and modernity, technological compliance and consumer knowledge of the various uses of the product.

2.3.3.3 Information Management Capabilities

Kanter et al (1992) graphically describes the vitality of collecting information:

> *"We also know that if information is provided, people can control and correct performance, irrespective of whether they or the supplier of information deeply comprehend what has to be done."* He adds that: "*The real strength of this reflection as a major reinforcement is clearly that the information is the tool of the worker for measuring and directing himself."*

Competitive advantage is attained and improved in an enterprise when gathered information is processed and analyzed for the purpose. Information processing refers to the amount of communications within and between departments and the extent to which this information is used to address the problems of the work group in an enterprise (Keller, 1994). Competitive strategies in an enterprise must be able to use information collected more specifically such information regarding customer preferences and tastes. Intelligence information on company rivals is equally crucial for defensive or offensive strategy formulations. Benchmarking and technology adoption is rooted into information gathering, processing and reconstruction for use to spur improvements.

Hurst (1995) emphasized the restoration of open communication as a prerequisite for improved enterprise performance. Information collection and utilization of open communication, one of the key sources of competitive advantage is necessary to direct production to target consumers' needs and conditions. Company strategies and capabilities that satisfy customer preferences and tastes will receive increased demand and production which is a prerequisite to improved enterprise performance hence high Market performance of that company. Information Technology(IT) capabilities can be construed as the ability of a firm to mobilize and deploy IT through appropriate IT management, which in combination or co-presence with other resources and capabilities serves as a source of sustainable competitive advantages (Bharadwaj, 2000). According to Bharadwaj, 2000; Feeny and Willcocks, 1998; Mata et al., 1995; Melville et al., 2004; Wade and Hulland, 2004, any IT integration activities should be concerned with creating a condition for which IT resources and human resources can be operationalized synergistically for maximum value creation. IT integration is generally concerned with three key factors, one of which is having the right technological infrastructure in place between collaborating firms or departments.

2.3.3.4 Innovation capabilities

Generally, business innovation encompasses product innovation, marketing innovation, strategy innovation, organizational innovation, technological innovation and process innovation. In all these dimensions, a company is most likely to take off in industry market performance leadership once two or more of these innovations are adopted. To comprehend with innovation, it is tempting to point what it entails as components. Innovation therefore is a function of the elements of novel products or services, creativity, new processes , research and development (R&D), and transformation in technologies (Lumpkin and Dess, 2001). To Kuratko and Hodgetts (2004), innovation is the invention of novel wealth or the new change and modernizing of available resources to causing change into new wealth. The process of idea creation, a development of an invention and ultimately the launch of a novel product, process or service to the market is equally perceived as innovation (Thornhill, 2006). Furthermore, the most vital competitive arsenal and generally heralded as a firm's core value capability engenders what is compounded in "innovation" (Sandvik (2003). Innovation is equally regarded to be an effective method of improving a company's productivity because of the resource constraint attribute facing the entity (Lumpkin and Dess, 1996). The capability in product and business innovation which is very fundamental in the exploitation of new opportunities in the quest for achievement of competitive advantage is also taken to be innovation (Bakar and Ahmad (2010).

There are several determinants of an innovative strategy namely; the ultimate opportunity, the risk of failure and the expenditure required. To measure each of these factors for quick appraisal, there is need for a separate system for innovative effort. According to Mc Naughton, (1992), Innovation is a function of human capital, technology, market conditions, regulation and institutional culture. The impediments to innovation are always in regulation. When there is complete deregulation of the enterprising effort of a business enterprise, generation of innovative products and services improves as the company competitiveness gets strengthened. This view was held by Peters (1992), Beer (1989) and Carnal (1995). They observed that when the market becomes anarchic and unhinged, like in the end of 20th Century, innovation becomes the key source of competitive strength and therefore advantage. Peters, (1992) puts it ironically when he says this kind of situation would just leave two managers: "the quick and the dead". The factors of time or resources are never squandered by innovative entities while defending yesterday or past time; which implies foregone opportunity. Systematic layoff of all that beholding yesterday alone can liberate the resources, and particularly the meager and economic resources of them all, like multi-skilled people, to work on the fresh tasks. Innovative strategy therefore focuses at the invention of new business rather than a novel product within an already established line (Waswa Balunywa 1996). With innovation approach, many companies in a rivalry are headed for superior market performance as they set themselves free from the old inertia. The byproduct of innovation is in most cases rejuvenated performance and production capacity rather than just additions of output and also empowering new ideas and concepts of what is of substance in value rather than compromising and addressing the existing values. The objective of innovative initiatives has something to do with contrasting the status quo with palpable change in the ongoing business, with the focus on the question. “Is it necessary?” And when the answer is in the affirmative, one asks, “When is the minimum level of support needed?” (Wasswa Balunywa 1996).

The main criticism of this strategy of innovation is that all innovations are temporary in nature and do not last long as the world dynamics are ever revolutionizing to bring other models, designs, fashions and tastes of the latest magnitude. An innovation of today is obsolete tomorrow thus having no definite limit as the company is kept on the “toes” with research and development initiatives.

2.3.3.5 Technology Capabilities

Technology is one of the most crucial triggers of change and not limited to the operationalization of change (Downes, 1997). Technology is a combination of skills, equipment and technical knowledge desired to bring transformation of materials, people and information, (Perrow, 1969 Kinobe, 1996). Technology is dependent on the type of activity and the perceived environment. The implication is that technology will be more appropriate than another in a given environment.

Proliferation of technology in the competitive milieu has always been the engine of competitive strength and propeller to market performance leadership through Excellency in manufacturing. Tremendous improvements in product, process and shop floor capabilities can change the basis of competition and force other companies in an industry to improve performance or risk loss of market share. When it comes to information technology , there has been some enormous shift in performance measurement revolution ,more particularly the software and data base technology breakthroughs, firms can generate ,disseminate, analyze and store more data from more sources, to satisfy many users, with terrific efficiency than ever before. Consequently, the information technology has played a critical role and has given a boost of information and technology to higher levels of competitive strength in the drive to market leadership. The general analysis of the above studies explains that for the future survival of enterprises in a competitive set up depends on transforming and improving existing technology which is a major player and booster of competitive strength in the drive towards market performance. Technology is equally criticized in the same measure as innovation as technologies keep changing with changing environment and circumstances. The world is turbulent with constant revolutions in invention and discoveries all the time.

2.3.3.6 High Asset Quality Capabilities

It is only companies with high quality Assets and adequate capital that can smoothly operate an enterprise to the level of attaining market performance leadership through competitive strength capabilities and eventually improved performance. The financial wherewithal is sophisticated leverage machinery that an enterprise will tap on and which represents possessions representing the economic asset resources. These assets represent future benefits in form of reserved purchasing power to shock-absorb any emergent and conventional needs of an enterprise in the time ahead.

This could be in form of all stock and receivables or cash equivalents including both tangible and intangible items with a quick cash yielding capacity. This position is again explained by Current Assets and Non-current Assets where the quality of such Assets is a source of Competitive strength and advantage to an enterprise (Pandy 1996). The managerial strategies for boosting and developing new capabilities (Wernerfelt, 1984) have a direct mapping to the resource-based view of the enterprise. The knowledge management, skill acquisition and general know-how (Shuen, 1994), together with the learning all translate into formidable strategic aspects with a proposition that the scarce resources need to be regarded as the triggers of economic profits. The overall evaluations and mobilization of intangible assets arising from learning and skill acquisition collectively become the engine and stimulators of strategy (Itami & Roehl, 1987). This compounds all the features and effects of such a resource based system. As for the strategic assets , the connotation is that they a package of hard to trade and imitate, appropriable, scarce, together with specialized capabilities and resources which inspire and conform to the firm's competitive advantage" (Amit & Shoemaker, 1993: 36). The criticism of this strategy is that the quality of an asset is dependent on the perceptions and subjectivity of the consumers and competitors who give rankings of the assets, and when it comes to the financial assets of a company by analysis, it is the goals and objectives of the company that determine whether those assets are quality and of highly productive levels.

2.3.4 Related Literature Review

2.3.4.1 The Path Dependence, the Learning & Experience curve Model and Market Performance

Teece et al (1997) crafted theories premised on “path dependence” in technologies (David 1985). “The firm’s position at the moment and the paths ahead determine the destination where a firm can go” they (Teece, Pisano et al, 1997) explained. “Its current position is usually projected by the path it has traveled." In the most recent past, Teece (2007, 2014) postulated nonetheless a comprehensive perspective on the evolutionary processes, noting that dynamic capabilities emerge from "organizational resources ,from the accumulated learning journey, and from historical progressions," contemplating a more particularly knowledge-inclined and learning premised notion of evolution rather than a notion construct embracing analogies to change in technology or heredity. An organization's historical trajectory with all the performance outcomes together with the current competitive and institutional environment have a leading guide as to why studies of the path dependent strategic processes (Puffert, 2002) lead to perceptions of success and failure of firms. The dynamics of competitive settings have long encompassed the strategic actions of firms as per the specific research explorations.

Furthermore, the principle of path dependence strikes into the limiting power of institutions, history, and the firms' strategic action and evolution mirrored on the competitive / technological environment. The premise on which the path dependency resides is the view that processes are not only dependent upon the context in which they emerge and happen, but equally their very historical past (Arthur, Ermoliev, & Kaniovski, 1987). Paul David (2001) has defined path-dependent processes as non-reversible and contingent. Furthermore, he has underlined that those events happen, but never un-happen.

Learning and experience and models are deep-rooted in the context that individuals and entities gain knowledge through the practice of work engagements. Experience is gained through repetition where organizations and individuals consistently undergo relatively permanent changes as they carry on with their behavior or learning. Therefore such learning competitive advantage epitomizes the notion of the progress curve, the learning curve, or the experience curve. According to Andy Grove (1936-2016), former Intel CEO, "Success breeds complacency and Complacency breeds failure”. The theory postulates that Competition and competitive strategies certainly become the best cure for lethal complacency and has helped many business entities mature, become successful over time so as to kick on further success in Market performance. Even the learned and successful need further gradual retraining lest they become obsolete, unproductive and hence failures along the way.

As a critical review of this literature, managers have higher latitude to maneuver and control existing corporate configurations than the historical trajectories. An approach that has levers of control of tangible and informative features of such configurations inspires the necessary market guideposts for entrepreneurs to locate their firms within a competitive milieu. From the platform of today’s telecom industry operators in Uganda, a simple model organized around strategy, location, size, technology, customer intimacy and product marketing styles cogently wraps up the industry. The cognitive economy well studied and served will always find a reservoir of support as a main rationale why the rivalry coheres around it. The organization’s struggle for resources is ever in practice and is coincidentally tuned by social operatives who embrace and espouse these resources with their value, put in place the guiding framework of competitive advantage, and articulate all that translates into an organizational form (DiMaggio and Powell,1991; Leblebici et al,1991). Business is an outfit of a hard world. It is full of strategies and discretions of cut-throat ethics, hard choices and decisions and as such even harder people, but it can be a very lucrative worthwhile world, if an entrepreneurial company is in the right industry that is with the right decisions and choices at any given time. The historical learning and experience curve models have where they stop in relation to the 7 success factors (Mckinzey’s 7-S Model, 1979).

2.3.4. 2 The judo Economics strategy and Market Performance

The Judo strategy is a metaphor that comes from the sport of judo, which originated in Japan in the late nineteenth-century and has been around for the last 20 years. According to the David B Yoffie and Mary Kwak , 2001, Judo strategy is a maneuver to deal with competition that treasures skill over size or strength to help companies put stronger adversaries down on the mat . In their argument, Judo is a bulwark strategy used to forestall opponents from exerting their mega power tactics into play. It is again a strategy that is used by companies to defeat their opponent competitors who have history, strength, size and all internal company capabilities on their side. The Judo protagonists dodge in all aspects direct confrontation of competition, such as head-to-head scuffle, that ordinarily dovetails with the big and powerful entities.

One way in which Judo Strategy works is first of all to ensure it pitches camp in an undefended market, where an offensive up-starter entity may gain high chances of ultimate success over the giant. In fact, Peter Drucker has earmarked this process "entrepreneurial judo". It was a source of inspiration when the invention of two economists, Judith Gelman and Steven Salop, 1982, who coined the term "judo economics" attempted to point out the strategy that magnetizes a larger opponent company's size to its advantage. They argue that when the incumbent market dominating company is attacked, it will hit back with all chances of regaining lost territory. In spite of all this attack, the challenger can trick the incumbent to give accommodation of his entry by surrendering any affront to the bigger catchment of market but only limiting credible devotion to mainly a negligible portion of the market. This approach favors the incumbent company which finds itself better off by ignoring a narrow segment of the market than slashing prices across its entire customer spectrum. The wisdom behind this model – converting an opponent's strength into an encumbrance proved to have an enormous appeal among upstarter strategists in business. The Judo strategy has around ten alternative techniques in which to maneuver over and around the giant opponent until when this opponent is knocked down the mat with an enormous market performance record. Some of these strategies were applied in many companies including Pepsi versus Coca-cola, 1934 and Netscape versus Microsoft (1995-1996) and were successful in some territories. The main criticism of Judo strategy is that at times it is speculative and indefinable in a unique sense since what applies today might not make it tomorrow and all competitive companies are on the watch-out crusade crafting new strategies, barriers, innovations and safeguards.

2.4 Summary of the Literature Review

The literature review gathered and presented above is an attestation that various studies on competitive strategies across various contexts have been conducted to bring up their impact on market performance. However, the authors' literature reviewed falls short of demonstrating the clear relationships of competitive strategies and market performance with a critical focus on competitive advantage strategies, Marketing mix strategies and internal company capabilities and, in particular, Airtel Uganda Ltd in the Ugandan context. Even those who attempted, several questionable gaps have been identified as depicted by the literature review above upon which this research will be anchored. This will inform as well as acknowledge the fact as to why some companies make it to the top of industry market performance while others remain challengers, followers, nichers and or laggards. No study has yet been carried out on competitive strategies and Market Performance of Uganda's mobile telecom industry; a case of Airtel Uganda Ltd.

By Porters Five Forces Model (1979) evaluation, the threat of new entrants and substitutes still apply to the instant study as it exposed Airtel Uganda ltd to a barrier-free competitive environment where other companies launched their mobile telecom services including MTN Uganda Ltd among them which have and continue to grab a more reasonable Market share and performance to date.

The Rivalry among existing companies has all together been disturbing to Airtel Uganda Ltd and both suppliers and buyers have been shared competitively. However, the effects of digitalization, deregulation and globalization have proved that Porter's model is out of scope for it alone to inform and account for the market performance of Airtel Uganda Ltd. Porter's Competitive advantage strategy model (1980) presents a specter for companies to have alternatives for choice among the three strategies (Wright, 1987) but an alternative picked upon of strategy is contingent to size of the firm, industry type, competitive analysis, access to the resources and capabilities of the company in question. Wright (1987) argues that small firms are at liberty to have competitive breakthrough only through focus strategy while good sizable companies' choice of either cost leadership or differentiation will neither be enough nor attractive.

Dyke and Fisher (1992) argued that the determination of strength and direction of the relationship between the capabilities and company's current market performance is guided by the types and sources of business experience. By distinction, the two constructs of capabilities and market performance have no significant relationship between them in the sense that the experience acquired is different and incompatible to the contemporary or otherwise current business performance. The overall question and deficit lies in the entrepreneurial top level leadership of the human resources of the organization to craft winning strategies and teams for excellent market performance. The case scenario as applied to Airtel Uganda Ltd reveals that the experience does not match with the existing competency and capabilities of the company in relation to the needs of present business (Reuber et al. 1990) and consequently the current levels of the company's market performance.

To end this literature without a highlight and appreciation of the Methodology of data collection would leave curiosity and hanging desires over the completeness and credibility of the research track and mission, all coming in chapter three ahead.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The study investigated the relationships between competitive strategies and market performance in Uganda's mobile telecom industry, taking a case of Airtel ltd. This chapter brings out the methods used in the entire study. It restricts itself to the research design, the survey population , sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data collection procedure, data quality control(Validity and reliability), measurement of variables ,processing and analysis of data, and limitations of the study.

3.2 Research Design

The research employed a cross-sectional survey design as the means of survey throughout the study. Cross-sectional survey was preferred as it contains multiple wealth of details, wholesomeness and variation which permits simple understanding in full of how and where an intervention may have worked collectively with correlated general effects (Kothari, 2004).

The study also applied both qualitative and quantitative techniques. The quantitative techniques were more objective as they helped to investigate the relationships between the identified variables (Creswell, 2009). Qualitative approaches also which involve in depth probe and application of subjectively interpreted data (Kothari,2004) took a center stage in the study. This triangulation approach was used for complimentary purposes (Somekh and Lewin, 2005

3.3 Study Population

The population to survey consisted of 180 respondents from Airtel Uganda Ltd , UCC and other Agencies ,Staff, Customers and a few competitors. The majority of respondents were drawn from

Airtel Uganda Ltd and among mobile telecom industry top tier players. The categories aforementioned were selected because they have had a closer participation and knowledge of what strategies get used towards market performance in the telecom industry. The categories of Competitive strategies to study included: Poor, medium, and high performance company. For the purposes of Market performance, top tier Company players featured mostly than the poorest performers whose data and time tested performances was lacking or missing. The study included 4 Airtel top Managers, 5 Airtel Regional Business Managers, 12Airtel Business territory Marketing Managers, 15 Airtel Sales team(Central), 36 Airtel Stockists /Agencies, 16 Airtel Accountants, 16 chief Airtel Competitors(MTN), 6 Airtel Subsidiary competitors, 65 Registered Service users, 5 UCC Officials. The study population formed the anticipated population of survey while the sample size was deemed to be the actual minimum targeted.

3.4 Sample Size and Selection

The Study sample size was based on 123 respondents that were drawn from a population of 180.

Table 3: Sample Size

Category	Population Survey	Sample size	Sampling techniques
Top Managers/Heads of Depts	4	4	Purposive
Regional Business Managers	5	5	Purposive
Business territory Managers	12	12	Purposive
Sales Team (Central)	15	10	Simple random
Stockists/Agencies	36	20	Simple random
Accountants	16	12	Simple random
Airtel Chief Competitors-MTN	16	11	Simple random
Airtel Subsidiary Competitors	06	4	Simple random
Registered Service Users/customers	65	40	Convenient
UCC Officials	5	5	Purposive
Total	**180**	**123**	

Source: Primary Data

The sample size of 123 was deemed to be sufficient enough for the study. It was asserted that each sub-group was treated as a population and then used the table to determine the recommended sample size (Krejcie & Morgan,(1970).

3.5 Sampling Techniques and Procedure

The study used purposive, Simple random and convenient sampling techniques. Purposive sampling technique was used to sample Airtel top Managers, Airtel Regional Managers, Airtel Territory Marketing Managers and UCC officials. Purposive sampling techniques enabled the researcher to choose a sample based on his own judgment of those that were assumed to have more relevant information (Mugenda and Mugenda, 1999). Simple random sampling techniques on the other hand were applied particularly on Airtel Sales team, Airtel stockists/Agencies, Accountants, MTN Competitors and subsidiary competitors. Simple Random Sampling ensured that every element had an similar and independent opportunity of being enlisted into the sample (Amin, 2005). This sampling required a sample frame to be constructed and then members were randomly selected and or sampled. Convenient sampling was also applied during the sampling of registered service users. Convenient sampling technique was used to select the registered service users/customers. The technique was preferred for the population category to enable the researcher to recruit into the sample whoever was ready and willing to be enlisted as part of the sample (Sekaran, 2003).

3.6 Data Collection Methods

The study used both primary and secondary sources of data to obtain both qualitative and quantitative data.

3.6.1 Questionnaire Survey Method

The questionnaire was used most since it was pragmatic and adopted huge amounts of information as well as collecting data from a big number of people over a short period of time. It was simple and fast to quantify the results of the questionnaires either by a researcher or by the application of a software package and was analyzed more scientifically and objectively in relation to other techniques. It is a renowned established fact that a questionnaire is an in-depth research tool employed to mobilize original information and experience within a short period of time (Kothari, 2004). This formed the basis of use of a questionnaire under the study with close ended questions fetching all practical conveniences possible. After collecting data, usage of a software package or the researcher himself to easily quantify data was found ideal for a thorough scientific analysis that was more objective than any other form of research.

3.6.2 Face-to-face interview

An arrangement of person to person interviews at a time was conducted while exploiting all verbal communication opportunities. The salient advantage of interviews is that there is an in-depth of information gathering (Kothari,2004).In case of any oversights made during the information gathering using other instruments, it would be easy for the researcher to redo some of the issues through those study interviews on the basis of selecting a few of the number of respondents. Where interviews could not stretch to some historical data, documentary background evidence was referenced to in the secondary analysis of qualitative data, the context of which was to make re-use of a more worthwhile and systematic approach.

3.6.3 Documentary Review Analysis

The documentary review stood usually as a reservoir of secondary data for analysis and was therefore indispensable for good background checks and the much desired context from which re-use was found as a worthwhile and systematic endeavor (Kothari ,2004). It was the published and unpublished documents that form the repository of secondary data (Junker and Pennik, 2010). A documentary review checklist was used to collect more in depth data on the study. While it was not possible to collect in-depth qualitative information using close ended questionnaire, the checklist was found very useful for this purpose. Among the documents that were reviewed included; UCC Annual Reports, Audit Reports, HR Manuals, Government Tax Reports, Uganda Communications Act, 1998 and as amended in 2013 and 2016, Uganda Revenue Income Tax Annual Returns by Mobile Telecom Companies 2009-2015 and The 100 Top Tax Payers in Uganda report: *Sunday Vision, February 28, 2016*.

3.7 Data Collection Instruments

The data collection methods used included the interview guide, questionnaires together with a a documentary review checklist (Appendix 10**)**.

3.7.1 Questionnaire

Questionnaires included pre-coded, closed and open ended questions. In itself, the questionnaire was a designed and written package of questions to which respondents noted down their responses, normally in the context of rather intimately articulated alternatives. The questionnaire applied in the study contained short structured questions with answers provided on a *5*- likert scale of strongly agree, agree, not sure, disagree, and strongly disagree. Questionnaires were used because they were easier to analyze since they were in an immediate usable form and, easier to administer and economical to use in terms of time and money (Mugenda and Mugenda, 1999). The questionnaire was used because the information to be collected was from a large sample in a short period of time provided the respondents could read and write (Bill, 2011). The questions were prepared focusing on the indicators of both the independent and dependent variable. They were structured to facilitate easy response and avoid bias. The questionnaire was structured in sections as follows; The first section covered the background information, Section A- Competitive advantage strategies, Section B- Marketing Mix strategies, Section C- Internal company capabilities, and Section D-Market Performance. The variables of Competitive advantage strategies, the Marketing mix Strategies, and internal company capabilities and Market performance were measured by different number of questions.

3.7.2 Interview Guide.

An interview guide (Appendix 10) was used to gather data from top managers. The techniques was used because it was deemed more flexible and permitted probing of respondents in order to get in-depth detailed information, Clarification and capturing facial expressions of the interviewees *(*Amin, 2005, Barifaijo, Basheka, & Oonyu, 2010). The interview guide contained pre-determined questions that were structured. In-depth interviews were administered to respondents seeking considerate views and opinions to substantiate the information provided in the questionnaires. The instrument was used to support and supplement the data that was collected using the other two instruments. The data collected using the interview guide was very useful in drawing discussions and conclusions of the study carried out. It also gave a clear picture to the researcher as to why certain questions were responded to in a certain way. This was to enable the researcher to get a lot of information that may not be collected using the questionnaire and also observe the attitude and body language which were vital in drawing conclusions and recommendations.

3.7.3 The Documentary Review Checklist

The documentary review check list applied for the noble aims of reviewing documentary data. Documentary data was gathered from the usage of published documents: UCC Annual Reports FY 2009-2015, Mobile Telecom Company Audit Reports 2009-2015, Government Tax Reports, Library or resource center records at UMI, etc (Appendix 10) . According to Amin (2005), documents help in the subsequent primary research designs and may provide a platform upon which the primary data results can be compared to other methods.

3.8 Quality Control

3.8.1 Validity

Validity referred to in this study was the appropriateness of research instruments. To ensure the validity of data collection instruments, content validity test was carried out on the interview guide and questionnaires based on the conceptual frame work, the study objectives and the research questions. The questions for both the interview guide and questionnaire were constructed with guidance from three senior Airtel Managers and two territory Marketing Managers from two of the 5 Regions. As Amin (2005) recommends the content validity (CVI) test shall aim at getting the content validity index of 0.7 and above. CVI = the ratio of (No. of items declared valid) over (Total No. of items).The CVI of the questionnaire was computed and that of the interview guide. In view of CVI results, the researcher declared the instrument valid. Index (CVI) was computed using the formula thus;

$$CVI = n \left[\frac{x}{N}\right] 100$$

Where n = Number of items rated as relevant;

N= Total number of items in the instrument.

3.8.2 Reliability

1. Reliability refers to the degree to which the instruments consistently measure whatever it is measuring (Amin 2005: 293). An instrument can be trusted and relied upon only when it yields the same results whenever it is repeatedly used to take up measurements of trait or concept from

the same respondents even by different researchers. After the construction of instruments, they were pretested with selected Airtel Uganda Ltd technical staff before they were applied in the field for data collection. The reliability of the instruments was established by computing the Cronbach's Correlation coefficient using a computer programme SPSS. While performing the test, reliability would be taken to be for any value that would be 0.7 and above. For values which fall within the range of 0.7 and above when using psychometric tests, reliability would be assumed to be intact. (Creswell, 2003).

2. Qualitative data reliability test embraced test and retesting of responses by organizing and subjecting such data many times over a period of time to a number of different individuals. The aim was to check the correlations of scores in order to evaluate the test for stability of the data responses over time. Alternatively, by the use of Parallel forms of reliability, by organizing and subjecting different forms of a testing tool (both forms must contain elements that probe the same construct, skill, knowledge base, etc.) to the same class of individuals. The scores from the two forms could then be correlated in order to examine the consistency of results across the board of alternatives.

3.9 Procedure of Data Collection.

The researcher got authority from Uganda Management Institute (UMI) before proceeding to the field for data collection from Airtel Uganda Ltd staff. The researcher proceeded to make appointments with members of top management for interviews and In-depth interviews were held. The researcher would personally administer the questionnaires to the other staff. The secondary data was obtained from review of available records in the library or resource centers.

3.10 Data Analysis.

The instruments that were used to collect information from the field yielded both quantitative and qualitative data. The raw data was cleaned, sorted, edited for accuracy and clarity. Data analysis was done using the statistical package for social scientists (SPSS).

3.10.1 Quantitative Data Analysis

Quantitative data was organized, cleaned and edited to eliminate errors and ensure accuracy of data collected to avoid misinterpretation of information. Further, data was reduced into frequencies and percentages as unit of measurements using SPSS and descriptive statistics were used to describe the population sample. Correlation analysis and regression analysis were being applied to verify the relationship between the study variables. Correlation coefficient was used to indicate the degree to which variables were related to one another. This was to enable the researcher to find out the direction whether positively or negatively. Regression analysis was carried out to establish the linear relationship between the dependent and independent variables (Nachmias, 1981).

3.10.2 Qualitative Data Analysis

Qualitative data analysis aimed at making general statements on the extent of relationship patterns of categories or themes of data. The researcher detected various categories in the data which are distinct from each other. Codes were then developed and assigned manually. Presentation of data was then done by quotation of respondents.

3.11 Measurement of Variables.

The study had independent and dependent variables. The independent variable was Competitive Strategies which was measured using the dimensions of Competitive advantage strategies, Market mix strategies and Internal Company Capabilities as developed by Faizul *et al,* (2007). The dependent variable was Market Performance of Airtel Uganda Ltd which was measured using the dimensions of Sales turnover, Asset turnover, and Government tax revenue output to URA. The five point Likert scale ranged from 5 to 1, where 5 indicate “strongly agree”, and 1, “Strongly disagree”. Where figures and Percentage scores were used, the range from Top to Lowest was shown to imply 81-100% for Top and 1-20% for lowest. Different research instruments which were proved reliable and valid were used, where appropriate to formulate the different questions measuring different items. This helped to establish; the extent to which Competitive advantage strategies affect market performance, how Market Mix strategies affect Market performance, how the Internal Company Capabilities affect market performance of Airtel Uganda Ltd. The researcher used the ordinal measurement scale composed of discrete variables. The back ground information about respondents like gender, role in the organization was measured using the nominal scale, being discrete variables.

3.12 Ethical consideration.

The researcher obtained the consent of the accounting officer to carry out the study in his entity; this was done through a formal authorization granted by the Head of Marketing & Sales Department of Airtel Uganda Ltd.

Access to respondents would be on informed consent from those who participated in the study. According to Sekaran (2003), participants informed consent may be obtained either through a letter or form that clearly specifies what the research specifically involves, includes clearly laid down procedures the participants can expect to follow and explain the ways in which their confidentiality was assured .In many situations, it would be imperative to describe the risks and benefits of research (Sekaran, 2003).

It is a requirement that research gets the support, cooperation and coordination among different people in different disciplines and institutions, ethical standards to promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness (Amin, 2005). And in all circumstances, the works adopted from other researchers and authors were acknowledged for any citations imported.

Similarly, the element of anonymity where circumstances demanded, especially on the part of respondents during the collection of data was maximally adhered to.

On the ethical requirement of objectivity, bias was put off in the experimental design, data analysis, data interpretation, peer review, personnel decisions, grant writing, expert testimony and other forms of investigation where research objectivity was to prevail. All information obtained from the respondents was kept with utmost confidentiality.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The study investigated the relationships between competitive strategies and market performance in Uganda's mobile telecom industry, taking a case of Airtel ltd. This Chapter presents, analyzes and interprets the findings according to the study objectives. In turn, the chapter presents the response rate, findings on background characteristics of respondents and the finally empirical results.

4.2 Response Rate

The response rate is presented in table 4 below.

Table 4: Response rate

Instrument	**Study Population**	**Actual Response**	**Response Rate (%)**
Questionnaire	146	102	69
Interviews	34	21	61
Total	180	123	68

Source: Primary Data

Table 4 above presents the response rate from the study. Out of the 146 questionnaires distributed, only 102 were returned making a response rate of 69% . Out of the 34 respondents targeted for face to face interviews, only21 were actually conducted out implying a response rate of 61%. The overall response rate for the study was 68 %. This response rate was deemed adequate since it was over and above the 50% as recommended by Sekaran (2003). A response rate of 50% is reasonable for analysis and reporting; a rate of 60% is adequately tenable and a response rate of 70% and over is an excellent score as per Mugenda and Mugenda (1999). Accordingly as per the expression, the response rate for questionnaires and interviews was reasonable enough for meaningful analysis of data.

4.3 Background of the Respondents

This section tackles the background information on the respondents that was used in the study. Among these characteristics included, gender, age, level of education and time spent working with Airtel Uganda.

Figure 3: Gender of the Respondents

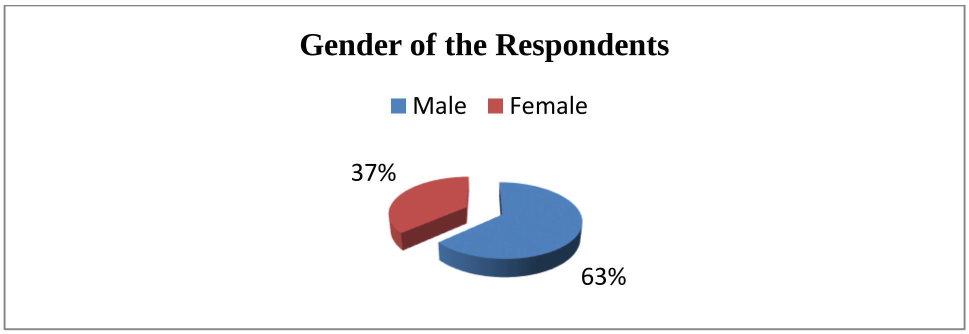


Figure 3 above shows that out of the gender of respondents, 63% were male and 37% were female. The indicators by percentage show that there are more male employees than female at Airtel Uganda Ltd. It is therefore critical for the participation in mounting competitive strategies on gender basis and for that matter qualifying them to be eligible respondents on any case before them without any gender bias.

Figure 4: Age of respondents

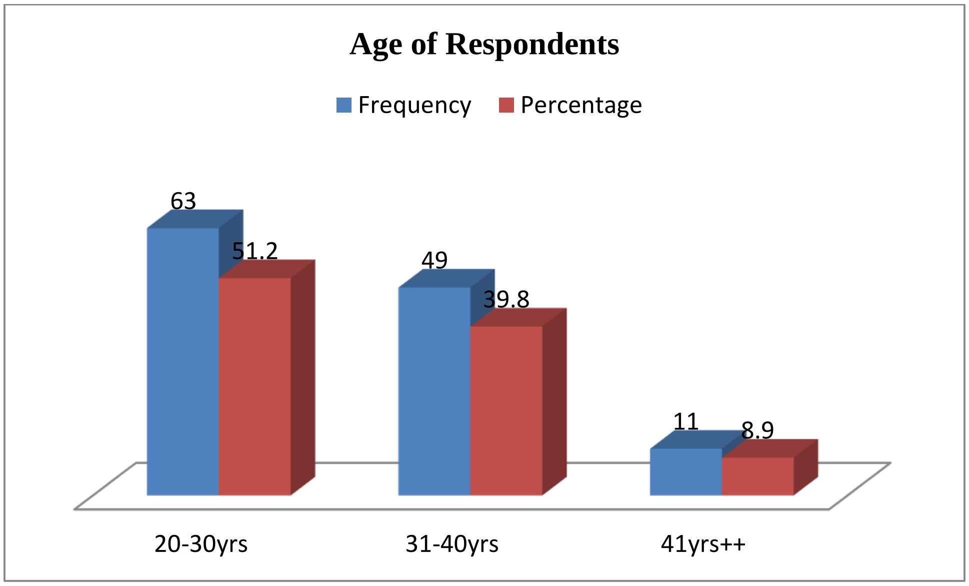


Figure 4 above shows the age of respondents, 63 was the frequency representing age bracket of 20-30 years which was 51.2% of the population; while 49 was the frequency representing age bracket of 31-40 years which was 39.8% of the population; and 11 was the frequency representing age bracket of the population representing 41 –above years which was 8.9%. This indicates that employees of Airtel Uganda Ltd were mature enough, and all above 18 years of age, to answer the questions in the questionnaires whose implication strikes the reliability of the information provided by the respondents. This further indicated that the majority of staff members at 51.2% at Airtel Uganda Ltd were in their most productive and enthusiastic age group. Such employees are likely to perform better at their jobs with good attitude to work.

Figure 5: Level of Education of respondents

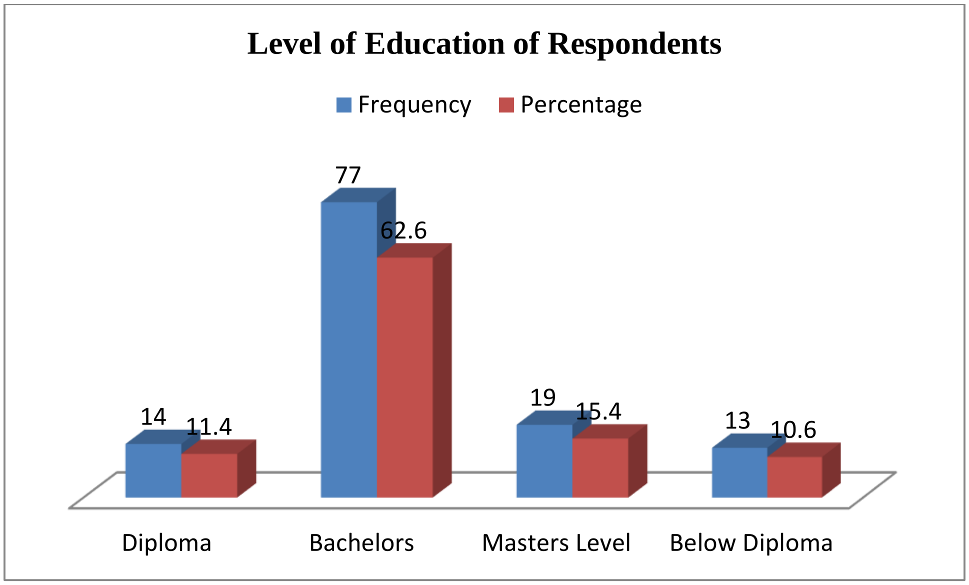


Figure 5 above shows level of education of respondents, where frequency(14) leveled at 11.4% was of Diploma holders, frequency (77) leveled at 62.6% was of Bachelor's degree holders , frequency (19) leveled at 15.4% was of Master's degree holders and frequency (13) leveled at 10.6% was of respondents below Diploma. This is indicative of the fact that employees of Airtel Uganda ltd are educated enough, majority at 62.6%, to understand the issue pertaining the impact of competitive strategies and market performance of the company in Uganda's mobile telecom industry which is a basis for validating the findings. This further illustrated that the respondents were highly educated in their field of operation owing to the amount of knowledge acquired from school. This enabled them to give credible information relating to this research.

Figure 6: Time spent working with Airtel Uganda

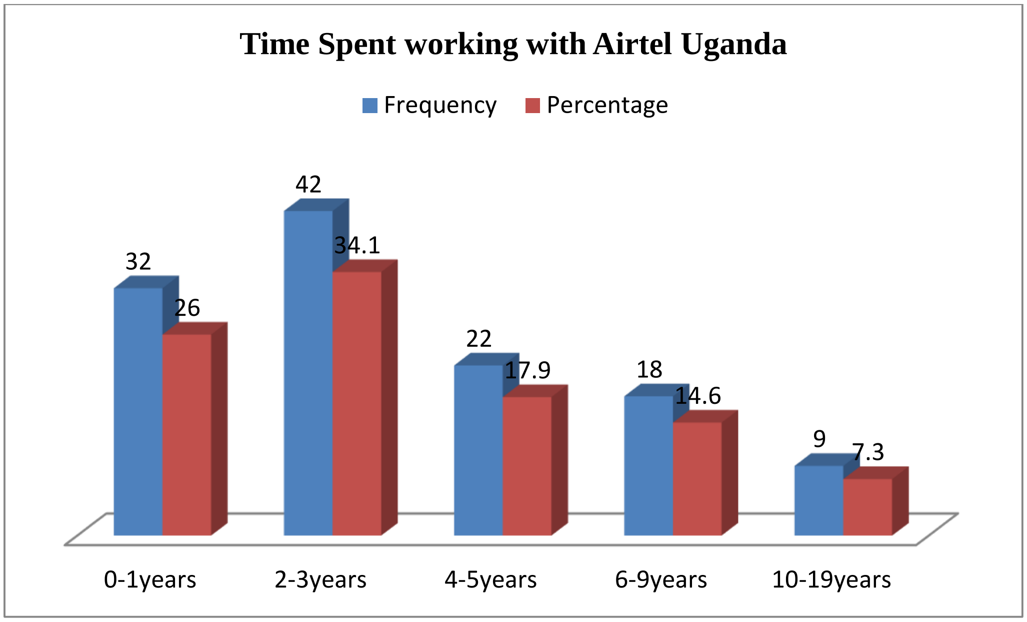


Figure 6 above shows duration worked (time spent working with Airtel Uganda Ltd) by respondents. The respondents who had worked reportedly 0-1 years were 32 all leveled at 26% ; those who had worked for 2-3 years were 42 in number all leveled at 34.1%, those who had worked 4-5years were 22 and leveled at 17.9% of the total respondents; those who had worked for 6-9years were 18 leveled at 14.6% of total respondents, and those who had worked from 10-19 years were 9 representing 7.3% of the total respondents. This indicates that quite few respondents at 7.3% had experience with the organization since they had been part of the organization for quite a long period of time. The results further illustrated that the organization has no adequate experienced staff as the majority are those of between 2-3 years of working life at the company. Experienced staff is likely to perform better at their jobs due to the job experience gained over a longtime time hence exploiting the learning and experience curve models and this is a setback on internal company capabilities.

4.4 Descriptive Analysis & Empirical findings

This section presents the empirical findings of the study according to the objectives. The empirical findings are analyzed using descriptive statistics, qualitative analysis and testing hypotheses for the respective findings.

4.4.1 Competitive Advantage strategies and Market Performance

The study objective was to establish the relationship between competitive advantage strategies and market performance of Airtel Uganda Ltd in the mobile telecom industry. All the questionnaires data from the participating respondents was subjected to a statistical package for Social scientist (SPSS) for analysis and measured using 10 items score on five(5) Likert Scale ranging from 5=Strongly agree(SA), 4=Agree(A),3 Not Sure (NS), 2=Disagree (DA), and 1=Strongly Disagree(ADA). All the findings are as shown in table 5 below transfigured from frequencies to percentages with statistical mean:

Table 5: Descriptive Statistics on competitive advantage strategies used by Airtel Uganda

Items	SD	D	NS	A	SA	Mean
My organization has differentiation strategy like branding for providing unique products and services to our customers.	0%	0%	9.6%	70.7%	19.5%	4.03
My organization uses feedback from brands to improve subsequent categorization of service brands and any improvement.	0%	0%	0%	83.7%	16.2%	4.15
My organization has a number of distinguished brands of products and services for sale and quick roll out to and buying by our business partners.	0%	0%	0%	80.5%	19.5%	4.19
My organization has process for identifying sources and costs of supplies and inputs for making & delivery of products /services within our industry.	0%	0%	6.5%	83.7%	9.8%	4.21
My organization has process for acquiring suppliers of services at a good and cheap rate compared to competitors within our industry	0%	0%	0%	86.9%	13%	4.28
My organization has teams devoted to identify best practices and its cost assessment and minimization	0%	0%	1.6%	96.7%	1.6%	4.44
My organization has teams devoted to identifying best practice and its cost assessment.	0%	0%	2.4%	97.6%	0%	4.45
My organization has processes for inter-organizational collaboration	0%	0%	0%	83.7%	16.3%	4.33
My organization has processes for identifying unserved market segments and improving tailored unique products and services to those segments.	0%	0%	6.5%	64.2%	29.3%	4.10
My organization has processes for cost identification and cheap sources of inputs throughout the whole organization	0%	0%	6.5%	64.2%	29.3%	4.00
My organization has processes for identification of new sources of inputs and procurement of supplies from existing suppliers.	0%	0%	0%	74%	26%	4.05

S=123 **Source**: Primary Data 2017

Table 5 above shows the descriptive statistics of competitive advantage strategies and market performance as per the field data collected from respondents. The majority of the respondents at 90.2% (70.7% who agree plus 19.5% who strongly agree) rated Airtel Uganda Ltd to be having a differentiation strategy like branding for providing unique products and services to our customers. This was a unanimous view in support and recognition of all the differentiation strategies particularly the product brands of the company in the mobile telecom industry.

On the issue of Airtel Uganda Ltd having usage of feedback from brands to improve subsequent categorization of service brands and any improvement, the majority of the respondents at 99.9% overwhelmingly agree with this observation .This is in the positive light of the company in terms of differentiation and the ability to present to the stakeholders including customers what they offer to them and the feedback received for guidance on actions to take.

In regard to Airtel Uganda Ltd having a number of distinguished brands of products and services for sale and quick roll out to and buying by their business partners, this observation was strongly supported by an overall majority of respondents at 100% where 80.5 % agree and 19.5% strongly agree.

In terms of Cost leadership, and whether Airtel Uganda ltd has always processes of identifying sources and costs of supplies and inputs for making & delivery of products /services within the mobile telecom industry, the majority of respondents at 93.5% agreed (83.7% agree and 9.8% strongly agree) .

On the variable subject of Airtel Uganda Ltd having a process for acquiring suppliers of services at a good and cheap rate compared to competitors within the telecom industry, the majority of the respondents at 99.9 % agreed. This was a unanimous position of all the respondents whether they worked for Airtel Uganda ltd or outside the employment service of the company.

In regard to Airtel Uganda Ltd having teams devoted to identifying best practices and its cost assessment and minimization, again the majority of the respondents at 98.3% agreed to this observation unreservedly. This implies that there is a good team work practice in the company which significantly has leverage on market performance.

When it came to the issue of differentiation focus of Airtel Uganda and whether it has processes for identifying unserved market segments and improving tailored unique products and services to those segments, the majority of the respondents at 93.5% agreed. It was a revelation that the company keeps identifying unserved market segments and they try to satisfy them as much as they can with unique products/services.

In respect of Airtel Uganda Ltd having processes for cost identification and cheap sources of inputs throughout the whole organization, the majority of the respondents at 93.5% agreed to this observation while 6.5% of the respondents were not sure. Equally, this was a strong indicator of cost leadership.

Again, when it came to Cost focus of Airtel Uganda Ltd and whether the company has processes for identification of new sources of inputs and procurement of supplies from existing suppliers, the majority of the respondents at 100% agreed whereby 74% agreed and 26% strongly agreed. This was an overwhelming support of observation that the company was doing well in cost focusing to enable it compete in the market favorably.

However, on the interviewing part of the study a reasonable number was in agreement of the views of Airtel Uganda Ltd doing better in branding country wide but they were not sure of the cost leadership and cost focus in many circumstances. Another significant number was still viewing and weighing the company in the past where it launched products and services and went slow in developing and keeping them in the supply chain satisfactorily. They cited "ZAP" mobile money transfer service and how the brand did not live long to be customized to the customers hence the disloyalty to the service for some good time until the company name tagged it "Airtel Mobile Money". "One interviewee at Natete Airtel Mobile Money Kiosk on Masaka Road had this to say:

"I first learnt of the mobile money transfer of Airtel Uganda Ltd when it was Airtel money and it came late when MTN Mobile money had been known and used by so many people."

This was a response tallying with many others got from the field suggesting that when new products and service introductions were being made by the company, there were no swift brandings for customers to quickly recognize and distinguish the product or service from others. The confession sharply contradicts with the view that Airtel Uganda Ltd was the first to introduce mobile money transfer service in Uganda as a pioneer.

Testing Hypothesis

4.4.1.1 Competitive advantage strategies and Market Performance in Uganda's Mobile telecom industry.

The following null hypothesis was tested:

H_{01} Competitive advantage strategies have no significant relationship with Market Performance in Uganda's Mobile telecom industry

Correlation and regression analysis were conducted to determine the relationship between competitive advantage strategies and market performance in Uganda's Mobile telecom industry. Tables 6 and 7 present the results:

Table 6: Correlation Coefficient

		Competitive advantage strategies	Market Performance
Competitive advantage strategies	Pearson Correlation	1	.865**
	Sig. (2-tailed)		.000
	N	123	123
Market Performance	Pearson Correlation	.865**	1
	Sig. (2-tailed)	.000	
	N	123	123
**. Correlation is significant at the 0.05 level (2-tailed).			

***Source*: Primary Data, 2017**

The results in Table 6 above show that there is a significant positive relationship between Competitive advantage strategies and Market performance in Uganda's mobile telecom industry ($r= 0.865, p<0.05$). Thus, the hypothesis one which stated that competitive advantage strategies have a significant relationship with market performance is accepted. This means that the higher the Competitive advantage strategies, the higher the market performance of telecom companies, implying that market performance improves with increased use of competitive advantage strategies.

In order to further determine the influence of competitive advantage strategies s on market performance of Uganda's mobile telecom industry, regression analysis was conducted to establish the strength and direction of the influence. The results are summarized in the Table 7 below:

Table 7: Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865[a]	.749	.738	1.321

a. Predictors: (Constant), Competitive advantage strategies

According to the results in the summarized Table 7 above, the coefficient of determination/ r^2 for Competitive advantage strategies s is equal to 0.749. This means that 74.9% of the variation in market performance in Uganda's mobile telecom industry is explained by using competitive advantage strategies. Table 7 further shows that competitive advantage strategies significantly affects market performance in Uganda's mobile telecom industry (F=30.754, P=0.000). This means that competitive advantage strategies s has a significant effect on market performance in Uganda's mobile telecom industry. The standardized beta coefficient of (β=0.865, p<0.05) mean that Competitive advantage strategies are significantly related with market performance in Uganda's mobile telecom industry. This implies that market performance in Uganda's mobile telecom industry improves with using competitive advantage strategies.

4.4.2 Marketing Mix strategies and Market performance

The study objective was to establish the relationship between Marketing mix strategies and market performance of Airtel Uganda Ltd in the mobile telecom industry. All the questionnaires data from the participating respondents was subjected to a statistical package for Social scientist (SPSS) for analysis and measured using 10 items score on five(5) Likert Scale ranging from 5=Strongly agree (SA), 4=Agree(A),3 Not Sure (NS), 2=Disagree (DA), and 1=Strongly Disagree(ADA). All the findings are as shown in table 8 below transfigured from frequencies to percentages with statistical mean:

Table 8: Descriptive Statistics on marketing mix strategies used by Airtel Uganda

Items	SD	D	NS	A	SA	Mean
My organization has Strategies for conducting sales promotion of old and new products & services to our potential and actual market customers.	0%	39%	6.5%	46.3%	8.1%	4.20
My organization has strategies for advertising content and message using right advertising tools to individuals and members of the public.	0%	0%	3.3%	77.2%	19.5%	4.16
My organization has strategies for mounting advertising message to customers and putting plans of action into practice efficiently.	0%	8.1%	7.3%	58.5%	26%	4.12
My organization has strategies for handling public relations and conducting market plans.	0%	0%	9.8%	78.8%	19.5%	4.03
My organization has strategies for cost oriented pricing from individuals into the organization	3.3%	0%	9.8%	67.5%	19.5%	4.08
My organization has strategies for competitor oriented pricing from business partners for industry harmony into the organization.	0%	0%	0%	96.7%	2.4%	4.04
My organization has strategies for Market oriented pricing throughout the organization.	0%	7.3%	0%	89.4%	2.4%	4.19
My organization has strategies for integrating different distribution channels and their selection for customers to have universal access of Products/services.	0%	14.6%	2.4%	65%	17.1%	3.65
My organization has strategies for product/service organizing and introduction to the customers.	0%	17.9%	2.4%	69%	9.7%	3.71
My organization has strategies for continuous rolling out of products, services of all categories as per customers' needs all the time.	0%	34.1%	5.7%	37.4%	22.8%	3.55

S=123 **Source**: Primary Data 2017

Table 8 above shows the majority of respondents at 54.4% (46.3% agree and 8.1 strongly agree) agreeing that Airtel Uganda Ltd has Strategies for conducting sales promotion of old and new products & services to her potential and actual market customers. However, 39% disagree to this observation. The implication here is that much as Airtel Uganda ltd does a lot in sales promotion, it does not cover a big area mostly outside urbanized areas.

Again, on the issue of Airtel Uganda ltd having strategies for advertising content and message using right advertising tools to individuals and members of the public, the overwhelming majority of the respondents at 96.7% agreed to this observation. This was a vote of confidence in the advertising tools and message passed on to both actual and potential customers by the company.

In regard to Airtel Uganda Ltd having strategies for mounting advertising message to customers and putting plans of action into practice efficiently, the majority of the respondents at 84.5% were in agreement while 8.1 disagreed as 7.3% were not sure. This is still a good strategy rating of the company in as far as putting plans into action is concerned.

Airtel Uganda Ltd was also rated by respondents on strategies for handling public relations and conducting market plans where the majority at 98.3% were all in agreement to this observation. This has a direct implication that the company is strong on public relations.

Similarly, the company of Airtel Uganda was rated on strategies for cost oriented pricing from individuals into the organization where the majority of respondents at 87% agreed to this observation. At least 9.8% of the respondents were not sure of any cost oriented pricing being conducted in the company. This variable statistic was also impressive for the company in terms of cost –oriented pricing of products.

About Airtel Uganda Ltd having strategies for competitor oriented pricing from business partners for industry harmony into the organization, the majority of the respondents were overwhelmingly in agreement by 99.1% where 96.7% agree and 2.4% strongly agree. This implied the company sharply fixes the prices in response to competitive pressures of other companies in the mobile telecom industry.

On the variable factor of Airtel Uganda having strategies for Market oriented pricing throughout the organization, the highest number of the respondents at 91.8% were in agreement. The implication was that the company unleashes strategies in clear response to the dictates of the market as the baseline factor of consideration.

Additionally, when it came to the strategies for integrating different distribution channels and their selection for customers to have universal access of Products/services, Airtel Uganda Ltd was rated by the agreeing majority of respondents at 82.1% while a minority who disagreed was at 14.6%. The fact that this minority exists significantly it is a fact that there are some pockets of the market to be served by the company which are not on network and where such network could be, it is shaky or intermittent.

Furthermore, the company of Airtel Uganda Ltd was rated using strategies for product/service organizing and introduction to the customers. The majority of the respondents at 78.7% agreed while 17.9% disagreed to this observation. The implication is that on organization and introduction of product or service, the company experiences some hitches that don't augur well with some cross section of the customers/consumers in the market.

Lastly on Marketing mix strategies, the variable statistic of strategies for continuous rolling out of products, services of all categories as per customers' needs all the time was brought to the board. The majority of respondents at 60.2% agreed with this observation while another whooping 34.1% disagreed and was not convinced of the practice of such strategies being handled well by the company.

However, on the interview board with respondents, majority agreed to the marketing mix strategies of the company, although some other good cross-section of the respondents disagreed on rolling out strategies when new products and services are being introduced to the market. This suggests a serious impact on the market performance leadership of the company in the industry and why it doesn't hit the apex. "One interviewee in the Marketing department had this to say:

"When MTN Uganda ltd stormed the Ugandan market, it hyped all marketing mix strategies when Airtel Uganda Ltd (then Called "Celtel Uganda Ltd") had slackened its marketing maneuvers moreover having overpriced for its services to the customers from the start. The consequence was the market performance leadership over-take by MTN Uganda ltd when it launched its services as a new company , a trend setting that has not been reversed since that time" although Airtel Uganda re-launched later her marketing strategies".

Testing Hypothesis

4.4.2.1 Marketing mix strategies and Market performance in Uganda's mobile telecom industry

The following null hypothesis was tested:

H_{02} Marketing mix strategies have no significant relationship with Market Performance in Uganda's Mobile telecom industry

Correlation and regression analysis were conducted to determine the relationship between Marketing mix strategies and Market performance in Uganda's Mobile telecom industry. Tables 9 and 10 present the results:

Table 9: Correlation Coefficient

		Marketing mix strategies	Market Performance
Marketing mix strategies	Pearson Correlation	1	.756**
	Sig. (2-tailed)		.000
	N	123	123
Market Performance	Pearson Correlation	.756**	1
	Sig. (2-tailed)	.000	
	N	123	123
**. Correlation is significant at the 0.05 level (2-tailed).			

Source*: *Primary Data, 2017

The results in Table 9 above show that there is a significant positive relationship between marketing mix strategies and market performance in Uganda's mobile telecom industry ($r = 0.756$, $p<0.05$). Thus, the hypothesis one which stated that marketing mix strategies has a significant relationship with market performance is accepted. This means that the higher the marketing mix strategies, the higher the market performance of Uganda's Mobile telecom industry, implying that market performance improves with use of marketing mix strategies.

In order to further determine the influence of Marketing mix strategies on market performance of Uganda's Mobile telecom industry, regression analysis was conducted to establish the strength and direction of the influence. The results are summarized in the Table 10 below:

Table 10: Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.633	.628	.346

a. Predictors: (Constant), Marketing mix strategies

According to the results in the summarized Table 8 above, the coefficient of determination/ $r^2$for marketing mix strategies is equal to 0.633. This means that 63.3% of the variation in Market performance in Uganda's mobile telecom industry is explained by using Marketing mix strategies. Table 10 further shows that Marketing mix strategies significantly affects Market performance in Uganda's mobile telecom industry (F=28.097, P=0.000). This means that Marketing mix strategies has a significant relationship with Market performance in Uganda's Mobile telecom industry. The standardized beta coefficient of (β =0.796, p<0.05) mean that Marketing mix strategies is significantly related with Market performance in Uganda's Mobile telecom industry. This implies that Market performance in Uganda's mobile telecom industry improves with using Marketing mix strategies.

4.4.3. Internal Company Capabilities and Market performance

The study objective was to establish the relationship between Internal Company capabilities strategy and market performance of Airtel Uganda Ltd in the mobile telecom industry. All the questionnaires from the participating respondents were subjected to a statistical package for Social scientist (SPSS) for analysis measured using 10 items score on five(5) Likert Scale ranging from 5=Strongly agree(SA), 4=Agree(A),3 Not Sure (NS), 2=Disagree (DA), and 1=Strongly Disagree(ADA). All the findings are as shown in table 11 below:

Table 11: Descriptive Statistics on internal company capabilities of Airtel Uganda

Items	SD	D	NS	A	SA	mean
My organization has right and good staffing of people knowledgeable to their job and job specifications.	0%	0%	6.5%	83.7%	9.7%	4.04
My organization has Marketing capabilities for keeping customers served and connected to organization's products and services.	0%	13%	7.3%	70.7%	9.7%	4.06
My organization has the right mix of old and new technical staff available to serve all the time with better products and services.	0%	26%	11.4%	59.3%	2.4%	3.52
My organization has the right reporting structures for quick problem solving for ease of customer services satisfaction.	0%	0%	2.4%	64.2%	32.5%	4.13
My organization has good information gathering, use and sharing with and from customers and members of the public.	0%	8.1%	9.8%	82%	0%	4.18
My organization has good innovation capabilities every time to keep customers happy of up-to-date products and services.	0%	11.4%	4.1%	81.3%	2.4%	4.14
My organization uses up-to-date technologies to serve customers all the time with improved efficiency	0%	14.6%	5.7%	70%	9.7%	3.79
My organization is able to avail and locate every equipment and logistics for customers' better service in changing competitive conditions.	0%	16.2%	2.4%	77.2%	2.4%	3.88
My organization makes good arrangements of accessibility of products and services to those who need them.	11.4%	13%	2.4%	63.7%	9.7%	3.70
My organization quickly applies expertise to critical competitive needs	2.4%	19.5%	2.4%	57.7%	16.2%	3.57
My organization has enough resources to keep service available at the right time and place as and when required by customers.	6.5%	29.2%	2.4%	38.2%	22%	3.48

S=123 **Source:** Primary Data 2017

Table 11 above was drawn as a questionnaire to obtain responses after which their analysis was conducted. The majority of the respondents at 93.4% (83.7% agree and 9.7% strongly agree) agreed that Airtel Uganda Ltd has right and good staffing of people knowledgeable to their job and job specifications. This was a good and strong rating of the company in the right direction and positioning in the market.

Furthermore, on the variable statistic of Marketing capabilities for keeping customers served and connected to organization's products and services of Airtel Uganda ltd, the majority respondents at 80.4 % agreed while 13% disagreed with the observation. This shows that some cross section of the public is not happy of the inadequate marketing capabilities implying there is room for improvement.

Similarly, on the issue of the company having the right mix of old and new technical staff available to serve all the time with better products and services, the majority respondents at 61.7% agreed while 26% disagreed with this observation and actually 11.4% were not sure of the position. This revelation is an area for reconsideration by Airtel Uganda Ltd for leveraging the company on capabilities to boost knowledge management and sharing for high market performance.

On consideration of the company having the right reporting structures for quick problem solving responses for ease of customer services satisfaction, the majority of respondents at 96.7 approved and agreed to this observation as being handled very well.

Again, on the issue of good information gathering, use and sharing with and from customers and members of the public by Airtel Uganda Ltd, the majority respondents at 82% agreed while 8.1% disagreed with this observation. This was not a bad standing for the company in information sharing and utilization for the good of market performance in the telecom industry.

Additionally, on the innovations aspect of Airtel Uganda Ltd, the majority respondents at 83.7% agree that the company has good innovation capabilities every time to keep customers happy of up-to-date products and services while 11.4% disapprove of and equally disagree. This a good score on the innovation attribute for competitive aspects and market performance.

Again table 11 shows usage of up-to-date technologies to serve customers all the time with improved efficiency by the company as another scorecard area. The majority of the respondents at 79.7% agree while 14.6% disagree with this observation.

When it comes to the appraisal of provision of equipment and logistics for customers' better service in changing competitive conditions, the company is rated favorably by the respondents 79.7% who agree while 16.2% disagreed with this position. This suggests that competitively, the there are some gaps to be plugged so that the company experiences some shift in market performance while using and aligning all corporate equipment and logistics.

On the front of making good arrangements of accessibility of products and services to those who need them, Airtel Uganda Ltd was rated by respondents with majority at 73.4% while 24.4% held a different opinion of disagreement. This implies that much as the capabilities to deliver to customers are good, it also calls for greater improvement to catch up with the market demands.

Similarly, another rating was made whether Airtel Uganda Ltd quickly applies expertise to critical competitive needs, and the majority of respondents at 63.9% agreed while 21.9% disagreed. This revelation shows some significant level of laxity and insensitivity to customer demands and queries which need overhaul by the company.

Finally as per the questionnaire settings, the respondents were asked to evaluate the adequacy of resources to keep service available at the right time and place as and when required by customers. The majority at 60.2% responded positively in agreement while 35.7% disagreed with this position of observation. The implication suggests that in order to excel in market performance, an organization must be adequately resourced which could be an alternative factor obtaining at Airtel Uganda ltd in part, and affecting their budgetary investment and expenditure allocations hence relatively not hitting highest market performance.

When a moment came for the interviews, the respondents had some commentaries that did not favour the company in as far as the internal company capabilities are concerned at Airtel Uganda Ltd. “An old time employee working in operations at Kampala stated like this:

> *“Airtel Uganda ltd failed to harness all its internal company capabilities, failed to tap from the experiences of the old technical workers and even without engaging them in all aspects of activity but has only recognized that it has to involve and consult with them and to embark on the deployment of the internal resources properly like manpower and their capabilities belatedly in the most recent six to ten years. There has been brain drain to other companies at every takeover round in the historical progression of the company”.*

On cross-checking with the Documentary records available, particularly the current assets and non-current assets in the Annual financial reports of the company, Airtel Uganda Ltd was still lagging behind MTN Uganda Ltd for more than seven consecutive years (UCC aggregated Annual Reports, FY 2009 to 2015), a fact that could not be taken lightly in the face of market performance leadership rankings that remain unfavorable to company (Appendix 6).

Hypothesis Testing

4.4.3.1 Internal company capabilities and Market performance in Uganda’s mobile telecom industry

The following null hypothesis was tested:

H_{03} Internal Company Capabilities strategies have a significant relationship with Market Performance in Uganda’s Mobile telecom industry;

Correlation and regression analysis were conducted to determine the relationship between internal company capabilities and Market performance in Uganda’s Mobile telecom industry. Tables 12 and 13 present the results.

Table 12: Correlation Coefficient

		Internal company capabilities	Market Performance
Internal company capabilities	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	123	123
Market Performance	Pearson Correlation	.908**	1
	Sig. (2-tailed)	.000	
	N	123	123
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary Data, 2017

The results in Table 12 above show that there is a significant positive relationship between internal company capabilities and market performance in Uganda's mobile telecom industry ($r= 0.908$, $p<0.05$). Thus, the hypothesis one which stated that internal company capabilities have a significant relationship with market performance is accepted. This means that the higher the internal company capabilities, the higher the market performance of **U**ganda's Mobile telecom industry, implying that market performance improves with presence of internal company capabilities.

In order to further determine the influence of internal company capabilities on market performance of Uganda's Mobile telecom industry, regression analysis was conducted to establish the strength and direction of the influence. The results are summarized in the Table 13 to follow here.

Table 13: Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908[a]	.824	.799	.305

a. Predictors: (Constant), internal company capabilities

According to the results in the summarized Table 13 above, the coefficient of determination/ $r^2$for internal company capabilities is equal to 0.824. This means that 82.4% of the variation in Market performance in Uganda's mobile telecom industry is explained by using internal company capabilities. Table 13 further shows that internal company capabilities significantly affects Market performance in Uganda's mobile telecom industry (F=43.076, P=0.000). This means that internal company capabilities have a significant relationship with market performance of Uganda's Mobile telecom industry. The standardized beta coefficient of (β =0.908, p<0.05) mean that internal company capabilities is significantly related with market performance of Uganda's Mobile telecom industry. This implies that Market performance in Uganda's mobile telecom industry improves with increase in internal company capabilities.

4.4.4 Market Performance of Airtel Uganda ltd in the Uganda's Mobile telecom industry Market

The researcher analyzed the market performance variable questionnaire and in particular the data collected from the respondents. The data collected was again subjected to a statistical package for Social scientist (SPSS) for analysis. All the questionnaires from the participating respondents were analyzed and measured using 8 items score on five(5) Likert Scale ranging from 5=Strongly agree(SA), 4=Agree(A),3 Not Sure (NS), 2=Disagree (DA), and 1=Strongly Disagree(ADA). From the frequencies obtained in the questionnaire, transfigured into percentages and with the

Mean calculated, all responses hinged on a Likert scale, table 14 below was finally drawn to present the entire information**.**

Table 14: Descriptive Statistics on Market Performance of Airtel Uganda Ltd

	Percentage responses (%)					Mean
	SD	**D**	**NS**	**A**	**SA**	
My organization is growing faster with good sales compared to competitors.	0%	0%	3.2%	77.2%	19.5%	4.07
My organization uses all its assets adequately for sufficient gains in the market.	0%	19.5%	6.5%	61%	13%	4.11
My organization is providing higher quality services and has largest clientele/customers in the market.	9.6%	70.3%	0%	19.5%	0%	2.17
My organization is efficient in using resources and generating good tax revenue to government.	3.3%	16.3%	6.5%	70.7%	3.3%	4.43
In my organization, we excel in telephone services with biggest number of subscribers than any other market competitor.	22.8%	70.7%	6.5%	0%	0%	2.32
In my organization, we excel in Mobile money services with biggest number of customers using service than any other market competitor.	24.4%	69.9%	3.3%	3.3%	0%	2.18
In my organization, we excel in Internet services with biggest number of customers using service than any other market competitor.	21.1%	70.7%	3.3%	3.3%	0%	2.05
My organization has a large market share of business support in Uganda	26%	65.9%	3.3%	0%	0%	2.24

S=123 **Source**: Primary Data 2017

Table 14 above shows the descriptive statistics of market performance as per the field data collected from respondents. The majority of the respondents agree 96.7% (Agree 77.2% plus strongly Agree 19.5%) that Airtel Uganda Ltd is growing faster with good sales turnover as compared to competitors. It is only a negligible number of respondents who are neutral or not sure of the performance growth at 3.2%.

Similarly, on the adequate usage of company resources of Airtel Uganda Ltd for sufficient gains in the market like Assets turnover, the majority respondents at 74% agree to this statistic which is equally a good measure of market performance record in the mobile telecom industry. However, 19.5% of the respondents were opposed to this assertion and were not satisfied of optimum usage of company resources.

When it came to the provision of higher quality services with Airtel Uganda Ltd having the largest clientele/customers, the majority respondents at 79.9% disagreed with this observation while only 19.5% were agreeing to this statistic. The implication of all this is that Airtel Uganda ltd is in a moderate position of performance in terms of quality service and clientele in the market performance arena.

In the context of efficient usage of resources to generate good tax revenue to government, the majority of the respondents at 74% agreed (70.7% agreeing and 3.3% strongly agreeing) against 16.3% disagreeing and 3.3% strongly disagreeing. This rating was considered good in terms of market performance of Airtel Uganda Ltd but unsatisfactory as per the expectations of the stakeholders in totality.

In light of excellence in telephone subscribers with biggest number of subscribers compared to other Market competitors, the majority of the respondents rated Airtel Uganda Ltd unfavorably at 93.5% (70.7% disagree and 22.8% strongly disagree) implying that the high score is with other telecom company in the upper level of market performance in the industry.

On the front of Mobile money services with greater throughput and biggest number of customers, the majority of respondents again rated Airtel Uganda Ltd very unfavorably at 94.3% (69.9%

disagreeing and 24.4% strongly disagreeing). It is only 3.3% who supported the argument that Airtel Uganda Ltd is performing better in respect of mobile money services in the industry market.

On the side of Internet services with biggest number of customers using service compared to competitors, the majority of the respondents rated Airtel Uganda Ltd negatively at 91.8% (70.7% disagreeing and 21.1% strongly disagreeing).

In regard to the Market share performance and business support in the mobile telecom industry, the majority again disagreed at 91.9% (65.9 disagreeing and 26%strongly disagreeing). All this informed the researcher on the general opinions of the respondents particularly those who are working in Airtel Uganda ltd to have been sincere on how they felt about the performance of the company.

However, all these observations moreover gathered from usage of the Questionnaire tool, the interviewees were also engaged for their opinions and majority supported the assertion that Airtel Uganda Ltd was not the front market performer in the mobile telecom industry. "One key interviewee working with MTN Uganda Ltd Marketing Department put it thus:

> "*The performance of Airtel Uganda Ltd could have been highest than any other organization in the Uganda's mobile telecom industry, given their current competitive marketing strategies but it is their historic performance that was not handled well and consistently".*

On the Documentary review checkup, particularly on the 7 years Annual Financial reports filed with the telecom regulator (UCC) , the findings were that from 2009 to 2015, MTN Uganda Ltd was basically performing highest in the Mobile telecom Market with Sales turnover posting in 2015 alone 58% over and above that of Airtel Uganda Ltd. On Asset turnover, MTN Uganda Ltd was still ahead of Airtel Uganda Ltd by 31% in the same year 2015 alone. From the Annual Financial Reports, Airtel Uganda Ltd was the challenger to MTN Uganda Ltd in the market performance arena than other mobile telecom operators in Uganda.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study investigated the relationships between competitive strategies and market performance in Uganda's mobile telecom industry, taking a case of Airtel ltd. This chapter presents the summary, discussions, conclusions and recommendations. Based on the analysis in chapter four (4), this section highlights the eventual outcomes of the findings and recollections in the previous chapter touching the relationships between competitive strategies and market performance of Airtel Uganda ltd in Uganda's mobile telecom industry. The first section presents Summary of findings. It is followed by discussions of findings summary of Competitive advantage strategies and market performance , then Marketing mix strategies and Market performance and later the internal company capabilities and Market performance of Airtel Uganda Ltd. After all these, there come next the conclusions, recommendations and the areas for further research.

5.2 Summary of the study findings

This subsection presents a summary of the study findings on Competitive strategies and Market performance in Uganda's mobile telecom industry with special reference to Airtel Uganda ltd.

5.2.1 Competitive Advantage strategies and Market performance

Going by all that has been investigated in field, and compared to data from documentary reviews and interview results, the competitive advantage strategies have been hamstrung by the betrayal of the path dependence in the historical operational progression where instead of branding aggressively and expansively ,the company of Airtel Uganda ltd has only been characterized by a turbulence of takeovers, reorganizations, and mergers without galvanizing any synergetic effects and momentum that would lead to highest Market performance and championship in Uganda's mobile telecom industry. This is the hallmark position although the company has struggled in recent times to catch up with what it missed out at the start of its business presence and operations in Uganda.

5.2.2 Marketing Mix strategies and Market performance

Through all the collaborated studies conducted in field, from interviews and documentary reviews, the company of Airtel Uganda ltd has on the whole lacked agility in virtually all aspects of product launch and developments with greater velocity, steadfastness and consistency of Marketing effort, content and charisma so as to exert the marketing influence, pressures and consolidation of strategy so as to reap all Marketing mix strategy fruits much ahead of others in the industry market. There is no other strange magic that the renowned market leader (MTN Uganda Ltd) has employed than mostly agility and consistency in the marketing repertoire.

5.2.3 Internal company Capabilities and Market performance

From a cross-sectional view of all the field studies conducted, and collaborated with the interviews and documentary reviews, the company of Airtel Uganda ltd has potentially missed out on the fruits and benefits of the learning and experience curve models and their consequential contributions on the market performance scorecard platform. A company characterized by pioneering credentials in the Uganda's mobile telecom industry would have sapped all the economic energies in Uganda through the best of best human resources working teams through recruitment, inspiration, involvement, training, benchmarking and motivation and leadership among many other attributes.

5.3 Discussions of findings summary

This section presents the summary of findings on Competitive advantage strategies, the Marketing mix strategies and the internal company capabilities in relationship with Market performance of Airtel Uganda ltd.

5.3.1 Competitive advantage strategies and Market performance

The study found out a high positive relationship of Competitive strategies and Market performance of Uganda's mobile telecom industry and in particular Airtel Uganda Ltd. It was found out that 74.9% of the variation in Market performance in Uganda's mobile telecom industry is explained by using competitive advantage strategies. The study inferred that the market performance of Airtel Uganda Ltd depends on the level of competitive strategies in the sense that increasing the competitive advantage strategies will have a resultant positive effect on their market performance. The study again validated the hypothesis that competitive advantage significantly affects the market performance of Airtel Uganda ltd and that of the mobile telecom industry as a whole. While other researchers have found out the significance of using competitive advantage strategies model as a springboard to the market performance thrust, the same strategies have not delivered or helped Airtel Uganda ltd to wrestle the market championship in the Uganda's mobile telecom industry. It has been noted that while the company has of late taken up the adoption of Porter's model of competitive advantage strategies like differentiation, cost leadership, differentiation focus and cost focus, the same Porters' Five forces model have intervened to deny the company a free pass to become a market leader in the industry.

5.3.2 Marketing Mix strategies and Market Performance

The study findings highlighted that there is a positive significant relationship between marketing mix strategies and market performance. It was found out that 63.3% of the variation in market performance in Uganda's mobile telecom industry is explained by using marketing mix strategies. The strategies of marketing mix were found to be potent as to influence market performance and any decline or withdraw of the same will have a direct implication on sales and asset turnover and eventually the low government tax collections on the company of Airtel Uganda Ltd. According to McCathy (1960), the marketing mix 4 Ps Model have a tremendous impact on market performance in all categories and can lead to Market performance championship ahead of others who finally become challengers ,followers ,nichers and laggards. In majority cases, the pricing alone is the one that leads to profit much as product, promotion and place are equally other substantive strategy components that can impose leverage on market performance of Airtel Uganda Ltd. From the history of marketing operations of Airtel Uganda ltd, the marketing mix strategies have not delivered the company to market performance leadership since it started implementing them along way than when it commenced business in the mid-1990s. Porter's Five forces model clarifies that the firm with no strategies to counter competition will always lose out in the market as new entrants storm the market and change the calculus of performance and profitability.

It has been established through the study particularly in interviews that in the years of 1998 and 2003, the time when MTN Uganda ltd launched their services in Ugandan market, it hyped all marketing mix strategies when Airtel Uganda Ltd (then Called "Celtel Uganda Ltd") had slackened its marketing maneuvers. The consequence was the market performance leadership over-take by MTN Uganda ltd, a trend setting that has not been reversed since that time although other mobile telecom companies have also stepped up amplified marketing maneuvers like Airtel Uganda Ltd. According to Philip Kotler , Sales promotion takes various form of communication beyond advertising and personal selling like direct mail, internet transmissions, exhibits, point of sale displays, volume discounts, trade allowances, sampling, rebates, demonstrations, coupons and many others. Place involves every mechanism used in the coordination of marketing activities along the supply chain to the point of consumption and any mobile telecom company that has more distribution of telephone masts will boost Network everywhere and therefore increase all Market performance virtually at all points in the areas of operation. The product must be unique and offering features of quality and satisfaction that what any other competitor can offer to gain market performance leadership among many other marketing mix strategies. Airtel Uganda Ltd has embarked on aggressive marketing strategies mid-way the journey when it found out adversity but the Market performance champion (MTN Uganda ltd) could no longer give way. What Airtel Uganda ltd has lived to find is that it missed out on the opportunities due to lack of Agility in business introductions and launch of products plus lack of a consistent sustained marketing and aggressive effort in the market arena to keep image, public reputation and build customer relationships with continuity of delivering value propositions to all customers both actual and potential .

5.3.3 Internal Company capabilities and Market Performance

The study findings revealed that there is a positive considerable relationship between internal company capabilities strategy and Market Performance. It was found out that 82.4% of the variation in Market performance in Uganda's mobile telecom industry is explained by using internal company capabilities strategy. A company with no robust internal company capabilities will not go far along the performance trajectory even if the other variables are thorough and more so when such business is conducted in competitive settings. Much attention will go to the human resource quality and effectiveness in applying all skills, attitudes and capabilities towards the overall company performance. The unique capabilities and resources that give a company all inimitable possibilities is the prime overarching denominator of competitive advantages (Amit and Schoemaker, 1993). The role played by marketing capabilities is a behemoth in attaining and maintaining competitive advantage with all the power it exudes in the market performance arena. Whereas all this literature has been available for exploitation, and to act as a springboard for Airtel Uganda ltd to advance, market performance has eluded the company, other competitors have benefited from the same environment but with diligent and well implemented internal company capabilities built on core competencies, particularly MTN Uganda Ltd. The company of Airtel Uganda ltd failed to harness all its internal company capabilities, failed to tap from the learning and experience curve models but has only recognized that it has to come in the middle of the road to embark on the deployment of the internal resources and capabilities belatedly in the most recent six to ten years. This was a moment and period when the Market performance champion could not give way but instead consolidated the gains and consistently applied them to acquire greater market share, greater sales turnover and greater asset turnover as per the rules of the Porters competitive Five Forces model in almost a zero-sum game.

5.3.4 Market Performance overall assessment from data collected.

The performance of Airtel Uganda ltd has been found to be strong in terms of sales turnover with substantive clientele/subscribers and even the respondents in the study made good attestations to this fact. However on the spectrum of the entire industry market, many respondents agreed that it is not the market performance leader by all dimensions. Airtel Uganda Ltd offers telephone services substantively in the industry market but it is a challenger to MTN Uganda Ltd though it beats all other telecom companies even when combined. Airtel Uganda Ltd offers mobile money services on a substantive scale in the industry market but the study together with the documentary review checklist, all evidence is that it is still a challenger to MTN Uganda Ltd in terms of both throughput and volume of mobile money services. Airtel Uganda Ltd offers again internet services substantively to the public but on the market performance arena, it is still a challenger to MTN Uganda Ltd much as it is ahead of other telecom companies combined. The general assessment has been that much as Airtel Uganda Ltd has done all it could in the recent times (7 to 10 years), it is basically an endeavor that still plays in the hands and victory of MTN Uganda in market performance levels and scale. Porters Five forces model have till today crowned MTN Uganda Ltd as the Market performance champion in Uganda mainly because the consistent and coordinated strategies with steadfastness and agility in the overall operations, Marketing , research and development, internal company capabilities coupled with a stable entrepreneurial plans and their execution in which the beginning point was a widespread network facilitation countrywide when Airtel Uganda ltd was busy in takeovers, incessant re-organizations and retrenchments.

5.4 Conclusions

After studying most competitive maneuvers (strategies) and analyzing all data collected, the logical conclusions arrived at were as follows:

5.4.1 Competitive advantage strategies and Market performance

It was established through the study that Competitive advantage strategies of differentiation, Cost leadership, differentiation focus and cost focus conceived and implemented by Airtel Uganda Ltd were strongly enhanced although the competition was very stiff . I highly concur with the many respondents on Competitive advantage strategies adopted by Airtel Uganda Ltd who agree that the company has conducted and implemented all maneuvers possible to wrestle Market performance in the industry. However, from the oral interviews conducted, many agree that the company of Airtel Uganda has only been betrayed by the path dependence punctuated by turbulences of takeovers , re-organizations from Celtel Uganda Ltd to Zain Uganda Ltd and finally to the current Airtel Uganda ltd. Teece et al (1997) crafted theories premised on “path dependence” in technologies (David 1985). “The firm’s current position and the paths ahead determine the destination where a firm can go” they (Teece, Pisano et al, 1997) explained. “Its current position is usually projected by the path it has traveled.” From the competitor’s point of view through interviews, and in respect of the company’s historical progression, Market Performance has nonetheless slipped much behind that of MTN Uganda Ltd, the industry market leader.

5.4.2 Marketing Mix Strategies and Market Performance

From the entire study, it was found out that Marketing Mix strategies have a potent influence on Market performance of all mobile telecom companies leave alone Airtel Uganda Ltd. They influence Profit margin through price levels charged or discounts granted. The marketing mix offers the distribution channels ,Network and strategic partnership alliances in the name of “place” .Ultimately, the marketing strategies bring up an interface with the clients/subscribers who are the kings of the mobile telecom service providers and in particular to Airtel Uganda Ltd. I concur with the majority of respondents who argue that Airtel Uganda ltd has done all under the sky to revolutionize the marketing spirit and soul but still lags behind of majorly MTN Uganda Ltd. However, notable among the setbacks that have curtailed the Market performance leadership of Airtel Uganda ltd in the Uganda’s mobile telecom industry is the lack of Agility in most aspects of product launch and steadfastness with resilience in stepping up consistent marketing pressures and efforts non-stop. The issue of Airtel Uganda ltd being the pioneer in Uganda’s mobile industry on one hand, the surprise that Airtel Uganda ltd was and is still on record on the other hand to have launched a prototype mobile money transfer service the first time in Uganda’s history and named “ZAP” but in both instances all having not helped the company to get propelled to Market performance leadership is a regrettable misfortune in the history of Uganda’s mobile telecom industry. The current performance of Airtel Uganda Ltd is not an event but a built-up series of progression from history. The relaxation and slackening of the Marketing effort at a time when a strong competitive business rival (MTN Uganda Ltd) was launching its services in the years of 1998 to 2005 was another mistake that happened to Airtel Uganda Ltd.

5.4.3 Internal Company Capabilities and Market Performance

The study revealed that internal company capabilities have a spectacular leverage to propel a company like Airtel Uganda ltd to a higher Market performance championship with bigger market share in Uganda's Mobile industry. Indeed, Airtel Uganda ltd has had several reorganizations and retrenchments on one hand, and new recruitments and hiring of high skilled technical manpower to everybody's appreciation on the other hand like as indicated by the majority respondents. However, the constant changes and reorganizations have an impact of labor turnover and retrenchments which point to a thorn in the human resource component of the company. Appreciating that the human resource is the most crucial internal capability and resource based strategy, those re-organizations at every takeover instill a sense of job insecurity and a disincentive to technical enterprise as well as the element of irrational layoffs without retention of the best of the best skill and talent possible. This is supported by the views of data collected where it has been found out that most staff working duration of between 10 to 19 years are the least retained staff and this was rated by those who disagree about the right mix of old and new staff at 26 % . While those who agree are rated at 59%, this is an informative record that there is no advantage for the company to benefit from the learning and experience curve models of old retained technical staff as postulated by James (1991) and Lieberman (1987). The company of Airtel Uganda Ltd thus suffers from a reduced human technical capital spread over a good length of time which leads to less competitive earning potential from the market environment. From the documentary review evidence, inadequate capital resources in terms of relatively lower current and non-current Assets have also been observed as another slow setback as it emasculates the marketing and operational capacity of the company to competitively generate adequate returns.

5.5 Recommendations

This section presents the Researchers recommendations according to the objectives of the study;

5.5.1 Competitive advantages and Market Performance

From the competitive advantage strategies point of view, the company's failure to land on the helm of the market performance leadership in Uganda's mobile telecom industry is attributed to lack of consistency, steadfastness and overall agility even when it is a towering giant in innovation strategies in the country with its history of the pioneering credentials. It is highly recommended that relaxation and slackening of effort on any new developments in superior branding, product introductions, and cost leadership should be avoided since the occurrence of such pause upends momentum and progress to the advantage of strong rivals. Airtel Uganda Ltd should always remain vigilant over its innovations and other strategies conceived and implemented. According to Grove (1936-2016), former Intel CEO, "Success breeds complacency and Complacency breeds failure". Even the learned and successful need further gradual retraining lest they become obsolete, unproductive and hence failures along the way.

5.5.2 Marketing Mix strategies and Market Performance

The marketing effort and practice was a progression from the industrial era when mass production was the only concern of any enterprise of the time. The marketing mix strategies should always be undertaken and reviewed constantly in the wake up call to remain relevant in the market performance arena. Airtel Uganda Ltd has been indicted of relaxations in marketing effort in history and all this should never be repeated. A lot of value propositions to the customers in service delivery should never be relaxed and once there is any rollout of new products and innovations, the marketing efforts should not only be torrential but also consistently steadfast without any pause.

5.5.3 Internal Company Capabilities and Market Performance

Airtel Uganda has been a victim of incoherent systems characterized by the constant changes and reorganizations/ retrenchments which have an impact on job security, knowledge management, labor turnover and production all pointing to a thorn in the human resource component of the company. All internal company capabilities should be aligned and coordinated with a comprehensive long-term planning that can resist any strong winds of hemorrhage in attitude, talent and skill of manpower. Where there is any deficit in skill and capability, retraining and benchmarking of any best practice from highly successful entities on the world map should be encouraged. Succession planning and good leadership revitalization should take both front and center stage in manpower planning and development without forgetting the rewards management idealism. The learning and experience model potentialities should never be thrown under the carpet but instead should be exploited for the betterment of company in the face of adversity and competitive turbulences in the market arena for a higher notch in performance trajectory.

5.6 Limitations of the Study

Generally, corporate data on market performance is a sensitive touch button as well as not being a simple matter to access just anyhow in any organization and to get whatever information that was used in this research was a hectic exercise throughout the project work. There could have been so many parameters to measure market performance arising from other company sources but the revelations were restricted to majorly Sales turnover, Asset turnover and government tax revenue generation. Accessing more performance related data was a complicated job since the data is guarded jealously with limited access and disclosures by the concerned custodians. Additionally, the researcher realized inwardly that the interviews were prone to subjectivity as the respondents might not have been sincere and fully open to disclosures of reality about some issues they felt were sensitive. These challenges combined have a limiting factor much more than the real cost involved gathering the necessary data from all the respondents employed.

5.7 Areas for further studies

Airtel Uganda Ltd has operated with resilience for the last 22 years through a turbulence of take-overs, reorganizations and mergers to date. Whilst this study was restricted to competitive strategies and market performance in Uganda's mobile telecom industry, a case of Airtel Uganda ltd, a lot was left out and there are so many hanging questions and thirst to quench all inviting further research in the following areas:

a) Succession planning and market performance of mergers and take-over prone competitive companies in Uganda and in particular, Airtel Uganda Ltd.
b) Volatile corporate governance and market performance of mergers and take-over prone competitive companies in Uganda and in particular, Airtel Uganda Ltd.
c) Leadership and Market performance of mergers and take-over prone competitive companies in Uganda and in particular, Airtel Uganda Ltd.
d) Knowledge management and market performance of mergers and take-over prone competitive companies in Uganda and in particular, Airtel Uganda Ltd.
e) Human Resource reorganizations and market performance in mergers and take-over prone competitive companies in Uganda and in particular, Airtel Uganda ltd.

f) Customer relations management and market performance in mergers and take-over prone competitive companies in Uganda and in particular, Airtel Uganda Ltd.

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APPENDICES

Appendix 1: Research Questionnaire

A questionnaire to assess the Competitive strategies and market performance of Uganda's mobile telecom industry, a case of Airtel Uganda Ltd.

Dear respondent,

I am a post graduate student pursuing a Master's Degree in Management Science at Uganda Management Institute. This is an academic research intended to assess the **Competitive strategies and market performance of Uganda's telecom industry, a case of Airtel Uganda Ltd.** The purpose of this study and its findings is purely academic. I kindly request for your assistance by sparing some of your precious time to answer the following questions. The study will take about 30 minutes only. I would appreciate your honest opinions. Be assured that your responses will be completely anonymous and therefore any information you provide in here will be treated with strict confidentiality.

Thank you

QUESTIONNAIRE NUMBER	| | | |

Section A: Institutional Information			
01	Name of the Branch/Station of Airtel Uganda Ltd ________________________________		
02	Location of the main office/Branch ________________________________		
03	Number of employees	Males____________________ Females____________________ Total____________________	
04	Ownership structure	Local……..…………..1 Foreign………..……..2	Enter the Correct code ☐

Section B: Personal profile of the respondent			
05	Gender of respondent	Male…………………………..….1 Female…………………………2	Enter the Correct code
06	Current job title		____________________
07	Years spent working in this Airtel Uganda Ltd Branch/Region.	0-1 Years……...………………..1 2-3 Years …….……………….…..2 4-5 Years ………..….…………....3 6-9 Years …………………….…...4 10-19 Years………………….………5	Enter the Correct code
08	Age of the respondent (in complete years)		____________________
09	Level of Education	Diploma……...…………….…...1 Bachelor……….……..……...2 Master level………...….……3 Other………...…………....4 (Specify) in__________________________	Enter the Correct code

For the following questions, please tick the number of your choice as indicated in the Key

1.Strongly Disagree	2. Disagree	3.Not Sure	4.Agree	5.Strongly Agree

	INDEPENDENT VARIABLES					
	Section C:Competitive Advantage strategies and Market performance					
1.	My organization has differentiation strategy like branding for providing unique products and services to our customers.	1	2	3	4	5
2.	My organization uses feedback from brands to improve subsequent categorization of service brands and any improvement.	1	2	3	4	5
3.	My organization has a number of distinguished brands of products and services for sale and quick roll out to and buying by our business partners.	1	2	3	4	5

4.	My organization has a process for identifying sources and costs minimization of supplies and inputs for making & delivery of products /services within our industry.	1	2	3	4	5
5.	My organization has process for acquiring suppliers of services at a good and cheap rate especially bulk buying compared to competitors within our industry	1	2	3	4	5
6.	My organization has teams devoted to identifying best practice and its cost assessment and minimization.	1	2	3	4	5
7.	My organization has processes for inter-organizational collaboration	1	2	3	4	5
8.	My organization has processes for identifying unserved market segments and improving tailored unique products and services to those segments.	1	2	3	4	5
9.	My organization has processes for cost identification and cheap sources of inputs throughout the organization from unexploited sources.	1	2	3	4	5
10.	My organization has processes for identification of new sources of inputs and procurement of supplies from existing and new suppliers.	1	2	3	4	5
	Section D: Marketing Mix strategies and Market performance					
11	My organization has Strategies for conducting sales promotion of old and new products & services to our potential and actual market customers.	1	2	3	4	5
12	My organization has strategies for advertising content and message using right advertising tools to individuals and members of the public.	1	2	3	4	5
13	My organization has strategies for mounting advertising message to customers and putting plans of action into practice efficiently.	1	2	3	4	5
14	My organization has strategies for handling public relations and conducting market plans.	1	2	3	4	5

15	My organization has strategies for cost oriented pricing from individuals into the organization	1	2	3	4	5
16	My organization has strategies for competitor oriented pricing from business partners for industry harmony into the organization.	1	2	3	4	5
17	My organization has strategies for Market oriented pricing throughout the organization.	1	2	3	4	5
18	My organization has strategies for integrating different distribution channels and their selection for customers to have universal access of Products/services including use of Alliances, stockists and Agencies.	1	2	3	4	5
19	My organization has strategies for product/service organizing, developing and introduction to the customers.	1	2	3	4	5
20	My organization has strategies for continuous rolling out of products, services of all categories as per customers' needs all the time.	1	2	3	4	5
	Section E:Internal company capabilities and market performance					
21	My organization has right and good staffing of people knowledgeable to their job and job specifications.	1	2	3	4	5
22	My organization has Marketing capabilities for keeping customers served and connected to organization's products and services.	1	2	3	4	5
23	My organization has the right mix of old and new technical staff available to serve all the time with better products and services.	1	2	3	4	5
24	My organization has the right reporting structures for quick problem solving and for ease of customer services satisfaction.					
25	My organization has good information gathering, use and sharing with and from customers and members of the public.	1	2	3	4	5
26	My organization has good innovation capabilities every time to keep customers happy of up-to-date products and services.	1	2	3	4	5

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27	My organization uses up-to-date technologies to serve customers all the time with improved efficiency	1	2	3	4	5
28	My organization is able to avail and locate every equipment and logistics for customers' better service in fluctuating competitive conditions.	1	2	3	4	5
29	My organization makes swift arrangements for accessibility of products and services to those who need them.	1	2	3	4	5
30	My organization quickly applies expertize to critical competitive needs	1	2	3	4	5
31	My organization has from history enough resources to keep service available at the right time and place as and when required by customers.	1	2	3	4	5

	DEPENDENT VARIABLE					
	Section F: Market performance					
32	My organization is growing faster with good sales compared to competitors.	1	2	3	4	5
33	My organization uses all its assets adequately for sufficient gains in the market.	1	2	3	4	5
34	My organization is providing higher quality services and has largest clientele/customers in the market.	1	2	3	4	5
35	My organization is efficient in using resources and generating good tax revenue to government.	1	2	3	4	5
36	In my organization, we excel in telephone services with biggest number of subscribers than any other market competitor.	1	2	3	4	5
37	In my organization, we excel in Mobile money services with biggest number of customers using service with greater throughput than any other market competitor.	1	2	3	4	5
38	In my organization, we excel in Internet services with biggest number of customers using service than any other market competitor.	1	2	3	4	5
39	My organization has a large market share of business support in Uganda	1	2	3	4	5
	Thank you					

Appendix 2: Interview schedule for UCC Officials, Distributor Agencies& Customers

Dear respondent,

My name is **Emmanuel Munyambabazi**, a student of Uganda Management Institute. Am conducting an academic research intended to assess the **Competitive Strategies and Market performance of Uganda's telecom industry, a case of Airtel Uganda Ltd.** The basic aim of this study and its findings is purely academic as classwork material and no other. I humbly appeal for your assistance by sparing some of your precious time to respond to a number of questions pertaining the study. The study may take no more than 30minutes. All information released to me will be handled and treated with utmost confidentiality.

Thank you

<u>Key Questions</u>

1. Tell me about theCompany of Airtel Uganda Ltd?
(Probe for the years in existence, number of staff, the management structure etc...)
2. On the overall, what is the Market performance status of Airtel Uganda Ltd in Uganda's telecom industry?
(Probe for the market size, profitability, quality of services, openness, quality of workforce etc.…)
3. Tell me about the competitive advantage strategies adopted in Airtel Uganda Ltd in the telecom industry market?
(Probe and ensure that the respondent mentions and defines Competitive Advantage strategies and their application into the market)
4. What is the relationship between Competitive advantage strategies and Market performance ofAirtel Uganda Ltd in Uganda's telecom industry? (Elaborate with examples)
5. What is the relationship between Marketing Mix strategies and Market performance in this company of Airtel Uganda Ltd? (Elaborate with examples)
6. What is the relationship between Internal Company capabilities and Market performance ofAirtel Uganda Ltd in Uganda's telecom industry? (Elaborate with examples)
7. What strategies are being put in place to increase Market performance ofAirtel Uganda Ltd in Uganda's telecom industry?
(Explain in detail).
8. Any other information?

Thank you.

END

Appendix3: Interview schedule for Some Competitors in Telecom Industry in Uganda.

Dear respondent,

My name is Emmanuel Munyambabazi, a student of Uganda Management Institute. Am conducting an academic research intended to assess the **Competitive Strategies and Market performance of Uganda's telecom industry, a case of Airtel Uganda Ltd.** The purpose of this study and its findings is purely academic. I kindlyrequest for your assistance by sparing some of your precious time to respond to a number of questions pertaining the study. The study will take about 30 minutes only. All information provided will be handled and treated with utmost confidentiality.

Thank you

Key Questions

1. Tell me about your employer telecom company?

(Probe for the years in existence, number of staff, the management structure etc...)

2. On the overall, what is the Market performance status of your telecom company in Uganda's telecom industry?

(Probe for the market size, profitability, quality of services, openness, quality of workforce etc.…)

3. Tell me about the competitive advantage strategies adopted in your company in the industry market?

(Probe and ensure that the respondent mentions and defines Competitive Advantage strategies, and their application into the market)

4. What is the relationship between Competitive advantage strategies and Market performance ofyour telecom companyin Uganda's telecom industry ? (Elaborate with examples)

5. What is the relationship between Market mix strategies and Market performance of your telecom company in Uganda's telecom industry? (Elaborate with examples)

6. What is the relationship between Internal company capabilities and Market performance of your company in Uganda's telecom industry? (Elaborate with examples)

7. What are the strategies does your telecom Company practice in common with Airtel Uganda Ltd?

8. Which strategies do you see your company is using that are not practiced in Airtel Uganda Ltd?

9. What strategies are being put in place to increase Market performance in your telecom company? (Explain in detail).

10. Any other information?

Thank you.

END

Appendix 4: Sample Size Table for Determining Sample Size from a given Population

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Source :Krejcie, R.V., Krejcie& Wilson, C.Morgan (1970). Determining Sample Size Activities for Educational and Psychological Measurements, (30), 606-610, sage publications, as cited by Amin, 2005).

Note.—*N* is population size.*S* is sample size

Appendix5 (a): Work plan and Timeframe

Activity	**August 2017**	**September 2017**	**October 2017**	**November 2017**
Proposal Writing				
Proposal presentation				
Data collection				
Data analysis				
Report writing				
Editing of Report				
Final Report				

Appendix 5 (b): Budget

SN	**ITEMS**	**UNIT**	**UNIT COST(UGX)**	**TOTAL COST(UGX)**
1	Field work costs	1	800,000	800,000
2	Research assistants	2	350,000	700,000
3	Stationery	4	60,000	240,000
4	Communication(airtime, Internet bundles)	1	100,000	100,000
5	Printing & binding costs	4	40,000	160,000
6	Miscellaneous	1	200,000	100,000
	Total	**-**	**-**	**2,100,000**

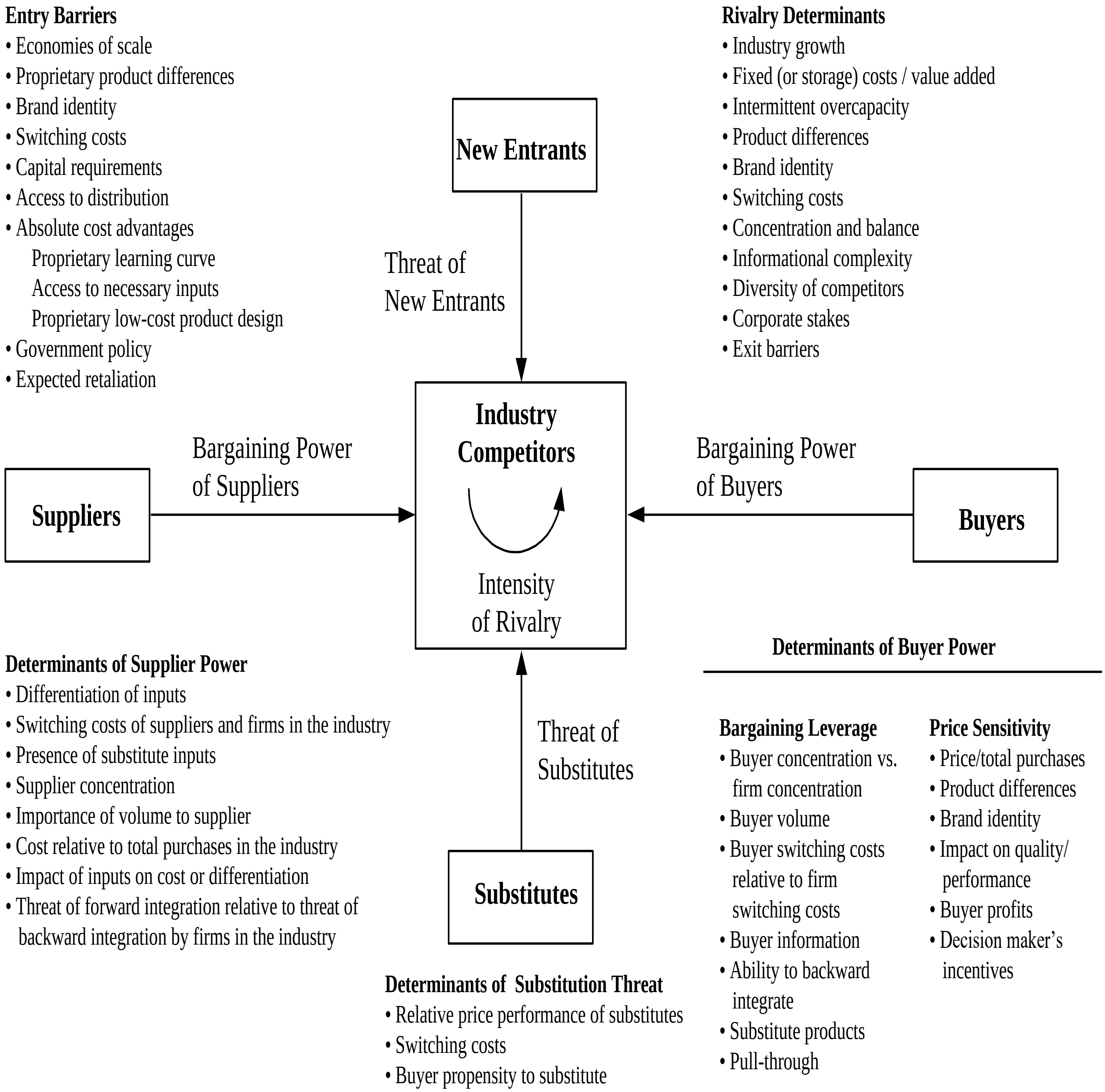
Appendix 6: Telecom Market Financial Performance of major players between the year 2009 and 2015 in Uganda.

Market Leadership metric	Competitive Company	Years of Market Performance & results in Million Uganda shillings ("000,000")						
		2009	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Sales Turnover (Annual)	MTN Uganda Ltd	**672,188**	**840,235**	**864,085**	**1,007,386**	**1,186,143**	**1,271,001**	**1,320,156**
	Airtel Uganda Ltd	**197,347**	**169,716**	**256,760**	**367,675**	**504,957**	**721,996**	**846,204**
	Uganda Telecom Ltd	**133,336**	**148,151**	**125,096**	**131,680**	**116,657**	**118608**	**99,153**
	Africel Uganda Ltd (Ex-Orange telecom Ltd)	**7,231**	**45,978**	**72,215**	**99,551**	**110,183**	**121,314**	**128,741**
	Smile Communications	**25**	**347**	**448**	**382**	**1,374**	**8,177**	**11,039**
	K2 Telecom Uganda	-	-	-	-	**668**	**4,398**	**4,581**
	Others(No data)	-	-	-	-	-	-	-
Current Assets (End of year)	MTN Uganda Ltd	**131,753**	**164,692**	**198,004**	**371,153**	**343,813**	**343,629**	**300,598**
	Airtel Uganda Ltd	**85,878**	**62,529**	**59,693**	**83,357**	**375,780**	**264,849**	**190,189**
	Uganda Telecom Ltd	**75,731**	**84,146**	**58661**	**61,749**	**59,973**	**41,296**	**46,486**
	Africel Uganda Ltd (Ex-Orange telecom Ltd)	**58,966**	**43,273**	**54,268**	**58,191**	**76,365**	**57,523**	**48,639**
	Smile Communications	**2,754**	**4,435**	**3,759**	**11,458**	**10,632**	**14,803**	**26,053**

	K2 Telecom Uganda	-	-	-	-	**1,823**	**1,015**	**1,058**
	Others(No data)	-	-	-	-	-	-	-
Non-Current Assets (End of year)	MTN Uganda Ltd	**552,198**	**690,247**	**800,649**	**632,719**	**644,199**	**746,199**	**781,632**
	Airtel Uganda Ltd	**217,980**	**233,868**	**444,012**	**503,385**	**343,161**	**548,255**	**857,014**
	Uganda Telecom Ltd	**168,345**	**187,050**	**189,750**	**199,736**	**153,545**	**155,690**	**134,446**
	Africel Uganda Ltd (Ex-Orange telecom Ltd)	**381,563**	**373,210**	**370,661**	**302,362**	**277,092**	**238,765**	**208,583**
	Smile Communications	**6,608**	**8,391**	**5,995**	**4,134**	**18,864**	**21,611**	**47,202**
	K2 Telecom Uganda	-	-	-	-	**1,544**	**532**	**555**
	Others(No data)	-	-	-	-	-	-	-

Source: UCC -Aggregated Annual Reports from individual Telecom Companies between 2009 and 2015.

Appendix 7: Porter's 5 Forces - Elements of Industry Structure (source: Porter, 1985, p.6)



Appendix 8: The Marketing Mix and "SIVA" Matrix

	Product	**Promotion**	**Price**	**Place**
Solution	Does the product help meet the need or solve the problem?	Does the message help solve the problem?	What's the value of the price tag for the customer?	Where is the solution to be found?
Information	What does the product say about itself?	What's the (official) word of mouth about the company?	What can the customer learn from the product's price?	What does where you get the product say about the product?
Value	How do the features lower costs or increase Value?	Is the message raising the cost or worth of the Product?	Is the product worth it?	Does convenience or exclusivity make it worth more?
Access	Can the consumer find the solution embedded in the product?	Who's telling the customer how and where to get the product?	What's it cost to get to the Product?	Can the customer get the product where they want it?

The application of the marketing mix matrix creates sixteen cells, each of which provide customer focused options for managerial action.**Source:** Dev and Schultz (2005)

Appendix 9: Tele density

The Telecom subscriptions statistics resulted into a 3% drop in tele density, from 63.9% in 2014/15 to 61.2% in FY 2015/16. Total subscribers as at end of FY 2015/2016 was 22,034,837 in Uganda.

Fixed, Mobile and Total Subscription

Fixed and Mobile Subscriptions	2011/12	2012/13	2013/14	2014/2015	2015/16
Fixed	330,989	207,474	262,530	375,689	340,851
Mobile	15,535,989	16,665,310	19,244,020	21,910,948	22,034,837
Total	15,866,978	16,872,784	19,506,550	22,286,637	22,375,688

Source: UCC- Annual Market Report Financial Year 2015/2016

APPENDIX 10: DOCUMENTARY REVIEW CHECKLIST

TOPIC: COMPETITIVE STRATEGIES AND MARKET PERFORMANCE IN THE MOBILE TELECOM INDUSTRY OF UGANDA: A CASE OF AIRTEL UGANDA LTD.

Researcher: Emmanuel Munyambabazi
15/MBA/00/KLA/WKD/0133

Documentary Checklist:

1. UCC Annual Reports FY 2009-2015,

2. Mobile Telecom Company Audit Reports 2009-2015,

3. Government Tax Reports,

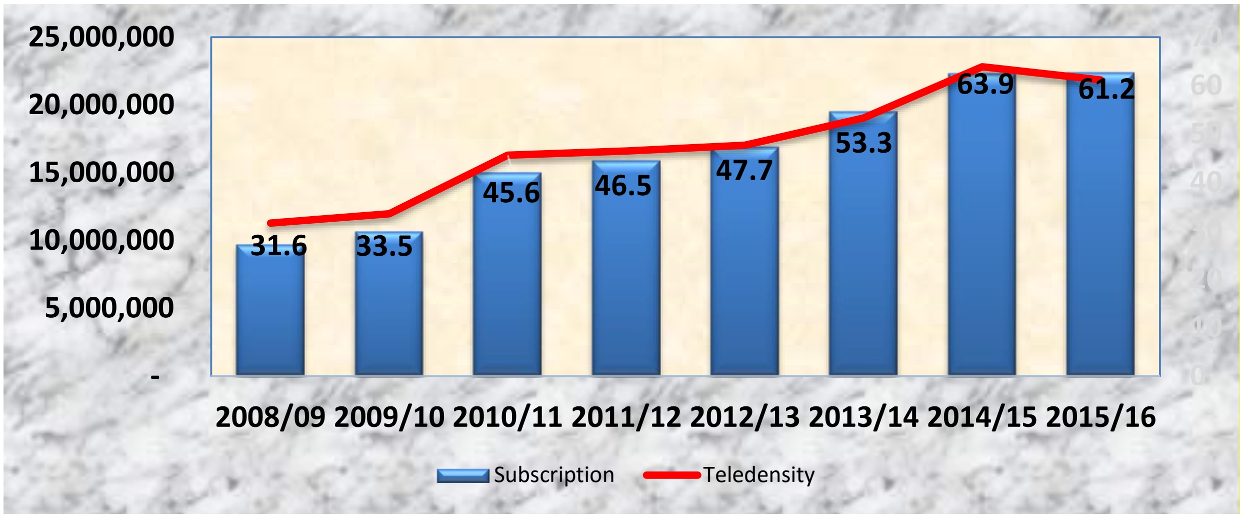
4. Library or resource center records at UMI

5. 100 Top Tax Payers in Uganda: *Sunday Vision*, *February 28*, *2016 Vol. 21 No.9*, *Page 14*.

6. Uganda Communications Act, 1998 and as amended in 2013 and 2016.

7. Uganda Revenue Income Tax Annual Returns by Mobile Telecom Companies 2009-2015.

Appendix 11: Total Subscription and Teledensity



Source: UCC- Annual Market Report Financial Year 2015/2016

Appendix 12: Field Letter

Appendix 13: Anti plagiarism Report