

**MARKETING STRATEGIES AND SALES PERFORMANCE OF PRIVATE FIRMS  
IN UGANDA: A CASE STUDY OF TORORO CEMENT LIMITED**

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**S18/MUC/MBA/012**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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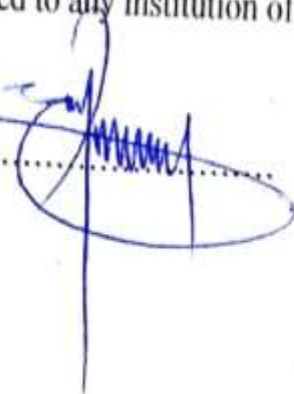
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**Declaration**

I, WAKI DAN, hereby declare that this research report is my original work and has never been submitted to any institution of higher learning for any academic award.

Signature.....



DATE.....


29<sup>th</sup>/4/2025

WAKI DAN

## APPROVAL

This is to certify that this Report titled “**Marketing Strategies and Sales Performance of Private Firms in Uganda: A Case Study Tororo Cement Limited**”, has been done under my supervision and is now ready for submission

Mr. **Henry Omache**

Signature: 

Date: 10/05/2025

## **DEDICATION**

I dedicate my report to my family, and friends. A special feeling of gratitude to my lovely parents) for the words of encouragement and push for tenacity, financial assistance which has helped me reach this far. My loving wife, brothers, my sister who have supported me throughout and I will always appreciate them for that.

## **ACKNOWLEDGMENT**

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May the Almighty Lord God bless them abundantly.

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## ACRONYMS

CEO.....	Chief Executive Officer
ISO... ..	International Organization for Standardization
Mtpa .....	Metric tons per annum
SD.....	Standard Deviation
SQAs... ..	Self-Administered Questionnaires
TTCML.....	Tororo Cement Company limited
USA.....	United States of America
UMA .....	Uganda Manufactures Association
SME'S.....	Small and Medium Enterprises
SPSS.....	Statistical package For Social science

## ABSTRACT

The purpose of this study is to investigate the effects of Marketing Strategies on and sales performance a case of Tororo Cement Company limited. The objectives of the study, included Production strategy, pricing strategy, promotion strategy and place strategy and how they affect sales performance. A total of 70 respondents filled fully and returned questionnaires and 05 respondents were interviewed .The research design adopted was descriptive design. Simple Random, sampling techniques were used to select respondents. Questionnaire and interview guide were used to collect data. Descriptive and inferential statistics were used to analyze data and findings presented in tables and figures. The findings revealed there was a strong positive relationship between marketing strategy and sales performance. On individual variables, product development strategy had a negative but significant relationship with sales performance and was the least contributor to sales performance .Price strategy had a positive and significant relationship with sales performance and was the largest contributor to sales performance .Place had a positive and significant relationship with sales performance and the second largest contributor to sales performance while promotion strategy had also a positive and significant relationship with sales performance and was the third largest contributor to sales performance .The study recommends that the management of Tororo cement company to put more emphasis on high quality product strategy, enhance physical product research, and improve on branding to improve on customer . However the firm may maintain its packaging and perceived quality to enhance product use and brand image.. The use of pricing strategy increased sales volume, use of penetration pricing influences customer purchase and value-based pricing has a positive impact on profitability. The management of Tororo to put more efforts in low pricing penetration pricing and product based value pricing to attract more buyers. Findings further that revealed place influenced sales performance. the study recommends that the management may have to put more emphasis on geographical locations, counter the competitors do selective distribution channels and improve on warehousing indifferent locations with the use of attractive stimuli such as music have a positive effect on consumer purchase and sales volume. Finally the study revealed that promotion strategy influences sales performance .the study recommends that the company may maintain its price discount and coupons strategy but put more emphasis on regular promotions, direct marketing, personal selling and public relations to ensure customers are informed, reminded and enticed to buy and also ensure constant contact with customers .

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter covered the background of the study, problem statement, and purpose of the study, research objectives and questions, scope of the study, justification of the study, significance of the study, conceptual framework and operational definition of key terms.

### 1.1 Background to the Study

As markets continue to evolve, businesses must refine their marketing mix strategies to maintain relevance. Digitalization has transformed consumer behavior, making online presence, e-commerce platforms, and social media engagement critical components of modern marketing strategies (Julyandaru & Ramadhan, 2024). The integration of traditional and digital marketing approaches enables businesses to effectively target and influence consumers.

Marketing strategy involves examining competitive, organizational, and environmental factors, predicting company goals, and employing different tactics to boost company progress. Despite the challenges of finding new clients and gaining a competitive edge, success can be achieved with innovation, proven technology, capable sales personnel, and financial markets (Kotler & Armstrong 2013). According to Oldani (2015) effective strategies include offering quality services at reasonable prices, excellent service delivery, and efficient promotional tactics. Strategies serve as management tools used by organizations to outmaneuver competitors and enhance performance (Kenu, 2019).

Various marketing strategies are utilized by the organization to enhance sales performance. These include; pricing strategy, products strategy, promotion and position strategy (Melese and Wondimkun, 2022). Any organization's operations depend on product-related marketing strategies, which take into account product strategy, the usage of technology during product development, and the choice of distribution channels. Meanwhile, the product includes the services and benefits it provides, it is regarded as much more than just a commodity that is sold to the customers but rather a benefit (Armstrong & Philip, 2005). The goods and services supplied for sale or consumption that cater to the demands and preferences of the consumer are included in the product strategy. Packaging, labeling, branding, and product qualities (such as

quality, design, style, and functionality) are just a few of the many components that make up product strategy. According to Rapert et al. (1996) price is the value of products or services that consumers are prepared to pay for their use. The choice of product, target market, and distribution will all have an impact on how price is used in its marketing strategy (Kienzler & Kowalkowski, 2017). When it comes to pricing, an organization's price strategy is seen as a methodical decision-making process in this regard (Ali & Anwar, 2021). Sales promotions are also used in the manufacturing sector as a strategic tool to boost sales and improve product visibility, as stated by Benedict and Muthusamy (2017). The author's defined different methods, including price reductions, promotional offers, and loyalty programs, emphasizing the purpose of these campaigns in drawing in customers, promoting trial purchases, and enhancing overall sales figures.

### **1.1.2 Historical Background**

The practice of marketing goes back thousands of years, however, the academic discipline of marketing emerged much more recently, starting around the turn of the twentieth century in the United States (US) (Shaw, 2012). In the years of 2001, 2002, 2003, 2004, companies across Europe and US embraced marketing strategies such as internet marketing, coherent marketing approach which aimed at specific national and international markets, intensive store marketing strategy, operational excellence, customer intimacy, and product leadership as employed by WalMart, team marketing as was employed by The Atlanta Group, Compare & Contrast strategy as employed by Ford Motor Co, and dominating single market as employed by Samsung Group (Nanda & Khanna, 2011).

Indeed the current globalization market has made companies to see the internationalization of their activities as a way to remain competitive. Therefore, marketing strategy has become an important tool globally for any manufacturing firm to remain in competitive market environment

(Ojo, 2012). With the growing importance of the financial sector, pressures are escalating for more effective marketing management of the sales performance. Effective marketing strategies are the key to frontline sales performance. Manufacturing firms typically use a variety of sales tools and processes to achieve their sales goals. Among the best practices of those with highly successful sales programs is having the marketing strategies provided to management and front line staff at all branches that describes tools and processes in detail, helping to ensure that

everyone involved in sales, no matter how remotely, operates on a coordinated basis (Ishola et al., 2017).

In sub-Saharan Africa, and in this twenty first century, marketing is playing a vital role in the banking industry. This is because the banking sector is an integral part of the economy. It therefore implies that a weak banking sector not only jeopardizes the long-term sustainability of an economy, but also be a trigger for a financial crisis which can lead to economic crises (Papadopoulos & Hamzaoui-Essousi, 2015). Because of the importance of the banking sector to the economy, majority of the banking institutions in the continent are now putting emphasis on marketing to make customers aware about the services and benefits offered by them (Dadzie et al., 2018). There has been observed a tendency of opening one window for Islamic banking in already running conventional banks in order to meet the requirements of the consumers and to retain the customers (Bhatt & Gor, 2012). Marketing strategies must be analyzed and tackled carefully for any growing industry in order to get sustainable development. Marketing strategy is one of the most important issues that must be examined carefully in order to improve performance and ensure sustainable growth of banks as competition in the banking industry intensifies (Mwania, 2017)

To establish the role of marketing strategies in enhancing sales performance of establishments in the context of private, one needs to go back in history to understand how the private sector has evolved and key factor underpinning this process. The revolution in super market started with Bessemer merchandise mall that was extensively used in ship plates (Jiang et al., 2017). Since then, merchandise has become basic to the global industry's economy. Britain's need for merchandise and iron, with a composition of enough capital and energetic entrepreneurs, made Britain world leader in private in the first half of 19th century (Jiang et al., 2017) In the late 1880s, Carnegie Merchandise was the biggest manufacturer of iron, merchandise rails, and coke in the world, with the ability to make approximately 2,000 tons of pig iron per (Bardakjian & Murphy, 2013). Since then, the private the sector has become the leading sectors in the whole world. This is partly due to the increase in the demand for merchandise. Currently, demand for goods has grown almost three times over the last two decades (Querol et al., 2007). The demand for merchandise has grown over a while with increasing industrialization, from 200 metric tons in 1976 to an extra 1000 metric tons in 2015. Merchandise private industry has been one of the economic factors behind the growth of most Asian countries like India. Equally, in Africa, private industries are dependent on merchandise products. The sale performance of Da

supermarket declined from during the period of lock down and this has been the sole a core reference for information regarding this study.

### **1.1.3 Theoretical perspective**

This study was guided by the agency theory of marketing (Flynn et al., 2011) and Marketing mix theory. Agency theory states that when principals (owners) delegate tasks to agents (e.g., salespeople), agency problems surface because of goal incongruence and risk preference differences between parties (Bergen, Dutta, & Walker. 2010). Agents are assumed to be risk-averse, and self- interested. In this case, sales representatives (agents) may not have the same level of concern as owners (principals) about the firm's overall profitability because neither profits nor direct inventory costs affect them directly. Because variable pay systems such as sales commission, compensation systems typically link sales representative pay to a sales volume of firm products, salespeople are mostly concerned about how much they sell (Bergen et al., 2010).

Thus, risk-averse sales representatives may increase forecasts to ensure adequate inventory levels (Gronroos, 2010). Because sales representative compensation is tied to sales revenue and not to inventory costs, the commission compensation structure may encourage sales representatives to opportunistically overstate forecasts to ensure product availability. Yet a firm has options to reduce these behaviors.

Marketing mix theory was developed by Grönroos (2017), is used to guide important decisions in implementing a marketing plan. This theory focuses on aligning all marketing aspects with the desires, habits, and psychology of target markets (Blut et al., 2018). The theory combines several attributes to enhance product branding, primarily through the Four Ps: price, promotion, product, and place. These elements help marketing managers improve their marketing environment and make decisions centered on creating value for customers and generating positive responses

Initially, the marketing mix was most relevant when the economy was dominated by physical products Over time, the concept has evolved, with additional elements such as people, processes, and physical evidence being proposed. Despite these additions, the 4Ps remain the core of the marketing mix today. The marketing mix theory helps identify the activities and strategies marketing managers use

to boost sales. By examining the 4Ps—product, pricing, promotion, and distribution—managers can adopt effective strategies to enhance sales performance

#### **1.1.4 Conceptual Background**

The strategy is viewed as a pattern of resource allocation decisions made throughout an organization (Karam, Hamo, Rashid, Jarjes, Mohammed, & Obaid, 2018). Marketing strategy, therefore, can be referred to as a method by which a firm attempt to reach its target markets. Marketing strategy starts with market research, in which needs and attitudes and competitors' products are assessed and continues through advertising, promotion, distribution and where applicable, customer service, packaging, sales, and distribution.

A key objective of any marketing strategy is to satisfy customers while increasing sales and market dominance. Effective marketing strategies combine product development, promotion, pricing, distribution, and relationship management, collectively known as the marketing mix (Azadi & Rahimzadeh, 2012) Marketing strategy, which includes the marketing mix components of pricing, product, promotion, and place, is crucial for responding to competitive market conditions and enhancing a firm's output (Anas & Batool, 2016).

The marketing mix is one of the most essential frameworks in marketing, consisting of four key elements: Product, Price, Place, and Promotion (4Ps). This concept was introduced by (Saputra & Roswaty, 2020) and has since evolved to accommodate modern marketing strategies, including the 7Ps (adding People, Process, and Physical Evidence) to better suit service-oriented industries. The marketing mix plays a crucial role in shaping consumer purchasing decisions by influencing how products are developed, priced, distributed, and promoted

Marketing strategy must focus on delivering greater value to customers and the firm at a lower cost (Chiliya, 2009). Marketing strategy as a way of providing a quality product that satisfies customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy (Owomoyela et al., 2013).

However, a study by Sije and Oloko (2013) highlighted revenue as an important dimension of sales performance. Sales performance represented best practices for marketing that resulted in the collection of more revenue across a specific period. Subsequently, Saguti (2015) defined

sales performance of a firm as the actual money values the firm receives after necessary collections are made from different sales channels of the original total production put on the market- a value known as Sale revenue (Oyewale, 2013).

According to Adamu (2020), a pricing strategy is a method businesses use to set the prices of their products or services. This strategy involves determining the best price point to maximize profits, attract customers, and compete effectively in the market.

Kumar and Gupta (2016) defined sales performance as a multidimensional construct that reflects how effectively a sales force achieves its goals and contributes to overall organizational success.

It should be viewed within the broader context of marketing strategy, where sales efforts align with promotional activities to maximize impact (Ahearne et al., 2014). Moreover, Ingram et al. (2015) emphasized that sales performance should be evaluated from multiple perspectives, including individual salesperson performance, team dynamics, and organizational support systems.

Cano et al. (2015) highlighted that sales performance metrics are crucial for evaluating individual salespersons and their contributions to the organization, helping identify top performers and those needing additional support or training. Analyzing these metrics allows companies to spot trends, allocate resources efficiently, and adjust sales strategies to meet market demands better (Malshe & Sohi, 2016). Furthermore, effective sales interactions can enhance customer engagement with the brand, fostering loyalty and long-term relationships (Prajapati & Ghosh, 2019).

Sales performance functions as a benchmark for continuous improvement, enabling companies to use performance metrics to identify areas for enhancement in their promotional strategies and optimize overall sales efforts (Zhang & Bloemer, 2019). It is also closely linked to customer satisfaction, as effective sales practices ensure customer needs are met, leading to a more fulfilling purchasing experience (Siguaw, 2016). Additionally, analyzing sales performance can inspire innovation in promotional strategies by revealing what works and what does not, encouraging creative approaches to attract better and engage customers. This perspective is particularly important for understanding how promotional efforts directly impact sales outcomes in the food industry (Guenzi & Georges, 2015)

### **1.1.5 Contextual Background**

Tororo Cement Limited was incorporated in December 1952; it was taken over by the Uganda Development Corporation (UDC) in 1953. The ownership of Tororo Cement changed hands at the end of 1995 to the present owners under the government privatization scheme; it is well served with infrastructure such as roads, railway and power (Ambrose, 2011). It's an operating company that deals in several products such as cement products which includes Portland cement, Portland pozolana, and steel products such as barbed wire

Tororo Cement Factory is located in the Eastern part of Uganda about 230Km from the Capital Kampala. It is 10Km before the Uganda/Kenya border town of Malaba. Access from Kampala is by an all-weather tarmac road. The factory is well served with infrastructure such as Road & Rail. The railway siding from Tororo main station services the factory's main areas of production of Cement, Iron sheets, Wire products, and Raw materials

### **1.2 Statement of the Problem**

According to Uganda Manufactures Association (UMA) report of 2021, that was presented by UMA's chairperson Deo Kayemba heightened a drop of sales from 204 trillion in 2018 to 132 trillion in 2021, members registered a fall in profitability, failure to meet sales targets, with reduced market share. Despite having employed various strategies to enhance better sales performance of the company, Tororo Cement limited (TCL) has persistently experienced a decline in its sales performance as evidenced from the company's financial statement for the year ended 31<sup>st</sup> December 2021. In 2019 it achieved 12.1 billion, in 2020 only 9.2 billion and 8.1 billion in 2021 (Tororo Cement ltd annual financial reports 2019-2021). In 2019, the company's turn over (sales) was 45 trillion, in 2019, its turnover was Ugx 35 trillion and in 2020, it only achieved 29 trillion in 2021. The company's impairment losses on credit sales and advances are still high that is 1.2 billion in 2021 and yet in 2019 it had 201 million (TCL annual report 2019). The failure to meet sales targets even past their due date indicates a severe adverse effect on the financial status of the Tororo Cement limited as a results of declining sales. The Company has tried all strategies in attempting to sustain its growth in sales targets but these seem not to have worked for them. If this problem is not attended to and proper marketing strategy designed and implemented by Tororo Cement Ltd, attaining sustainable sales targets will be a dream and it will end in waddle and never achieve the desired sales targets.

It's not yet known whether it's due to managerial inadequacies, or, other factors. This has prompted the researcher to establish the relationship between marketing strategy and sales performance using Tororo Cement Ltd as a case study. Therefore, the purpose of this study is to look into how marketing strategy relates sales performance of Tororo Cement Ltd

### **1.3.0 Purpose of the Study**

To investigate the relationship between marketing strategies and sales performance of Tororo Cement limited

### **1.3.1 Specific Objectives of the Study**

- i) To establish the relationship between product development strategy and sales performance at Tororo Cement company limited
- ii) To evaluate the relationship between price strategy and sales performance at Tororo Cement company limited To determine the relationship between place strategy and sales performance at Tororo Cement limited
- iii) To examine the relationship between promotion strategy and sales performance Tororo Cement company limited

### **1.3.2 Research Questions**

- i). what is the relationship between product strategy and sales performance at Tororo Cement company limited?
- ii) How price strategy effects sales performance at Tororo Cement company limited?
- iii) What is the effects of place strategy and sales performance at Tororo Cement company limited?
- iv)What is the relationship between promotion strategy and sales performance of Tororo Cement company limited?

### **Scope of the Study**

The scope of the study covers the content, geographical, and time as explained below:

### **1.4.1 Content Scope**

The study explored three indicators of sales performance; market share, sales volume and profitability were measured. The study reviewed this literature to inform the study on the findings of the previous study and from this the study borrowed its concepts for the study. The study also explored how the independent variable measures product, price, and place promotion strategies affect sales performance at Tororo Cement limited.

### **1.4.2 Geographical Scope**

The study is to be carried out at Tororo cement Limited which is located in the eastern part of Uganda in Tororo district, about 230 Km from the capital Kampala. It is 10Km before the Uganda/Kenya border town of Malaba. It's a long Tororo to Kampala Road, 800 Meters from Tororo town.

### **1.4.3 Time Scope**

The study considered reviewing studies on marketing strategies practices and sales performance from 2020 to June 2025. This period was appropriate to capture all the study issues about under performance of sales performance

## **1.5.0 Significance of the Study**

### **1.5.1 Organizations**

Since this research is conclusive, organizations may use the findings to draw important inferences and information which marketing team can use to improve sales performance

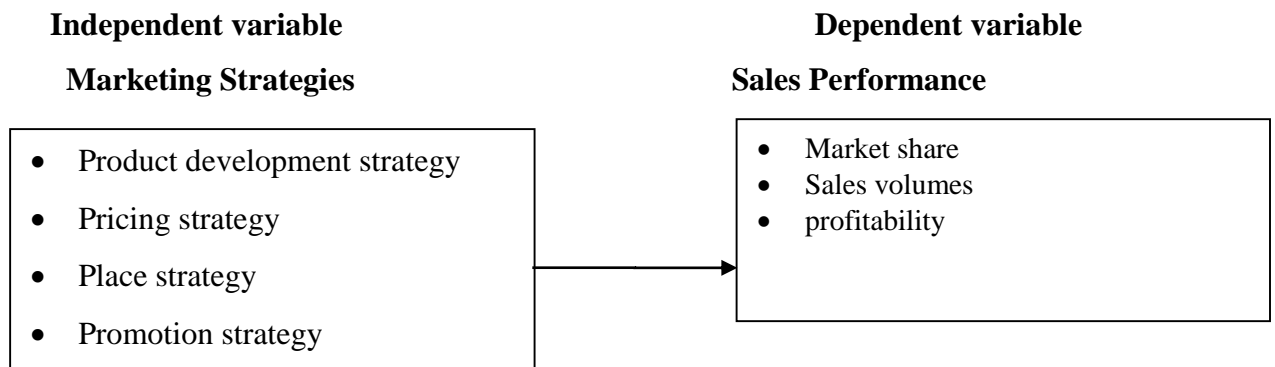
### **1.5.2 Policy Makers**

Study findings might be of great importance to policymakers and other government agencies that may use the study findings to come up with new policies to stabilize the industrial sector in Uganda.

### **1.5.3. Marketing Managers**

This research may enable marketing managers and entrepreneurs to gain knowledge of marketing strategies and identify the most appropriate one for their businesses and how to use the strategies to gain a competitive edge.

## 1.6 Conceptual Framework



**Figure 1: Conceptual Framework**

**Source:** Adapted from Gituma (2017), Kasiso (2017), and Muthengi (2017) *and modified by the researcher. 2025*

**Figure 1.1** illustrates that the dependent variable is sales performance while the independent variable is marketing strategies.

The constructs of sales performance are; market share, sales volume, and profitability while measures of marketing strategies to be considered in this study are; Product development Strategy, Pricing strategy, Place strategy, and promotional Strategy.

**Product:** Product is anything that can be offered to a market for attention, acquisition, use, or consumption hence satisfying customers want or need.

**Price:** Price is the sum of all the values that customers give up to gain to the benefits of a product or service.

**Place:** Place is the process where organizations decide where to locate their store and how many stores to have at the convenience of the shoppers.

**Promotion:** Promotion is a marketing tool, used as a strategy to communicate between the sellers and buyers. Through this, the seller tries to influence and convince the buyers to buy their products or services.

## 1.7 Definitions of terms

**Product development strategy:** This is a marketing mix strategy in which organizations offers consumers symbolic and experiential attributes to differentiate products from competitors. Kotler and Armstrong (2013) observed the product as anything that can be offered to a market for attention, acquisition, use, or consumption hence satisfying customers want or need.

**Pricing strategy:** It is the process of charging a low price to product or services hence penetrate the market (Jim, 2012).

**Place strategy:** This simply means the location, accessibility, and channel of distribution employed by a company. Jones, (2007)

**Promotion strategy** is defined by the plan and tactics you implement in your marketing to increase product or service demand.

### **Chapter Summary**

This chapter presents the background of marketing strategy and its effect on sales performance at Tororo cement limited. It also presents the problem statement, research questions to be answered by the study, justification and significance of the study, scope and conceptual framework. Further, the chapter introduces chapter two which reviews the definitions used and literature underpinning the study based on the research questions.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents the literature review as per the study objectives. The first section discusses theoretical framework, followed by conceptual literature review of different scholars bases on study objectives and finally the review of literature gaps.

#### 2.1 Theoretical Review.

##### 2.1.1 Marketing Mix theory:

Marketing mix theory was developed by Grönroos (1994). The theory has been used in making important decisions that are geared towards implementing a marketing plan. Marketing mix theory idea is aimed at organizing all the marketing plans aspects around the desires, habits and target market's psychology (Blut, Teller & Floh, 2018). A number of attributes are combined under this theory so as to enhance the brand of the products. The price, promotion, product and place forming are the major components that are combined to form the Four P's. They are these four proxies that marketing managers leverage on enhance the marketing environment in their entities. This is aimed at making decisions that center the four P's on the customers in the target market so as to help in creating the perceived value and generating a positive response.

The marketing mix methodology was largely relevant during the initial days of marketing as a concept where the high proportion of the economy was represented by physical items and products

(Grönroos, 1994). However, the concept has gained relevance as seen by most of the people proposed additional proxies (extended P's) that cover the people, processes and physical appearance among others (Kraak, Englund, Misyyak & Serrano, 2017). However the marketing mix in today's life has most commonly remains based on the 4P's which the main focus of this study were.

The marketing mix theory was applied to expose the activities and strategies that marketing managers undertake to increase their sales. In looking at the traditional 4Ps in the marketing mix, it exposes the marketers and strategies they adopt in increasing their sales such as product,

pricing, promotion and distribution strategy and how best to employ them for realization of high sales performance.

**2.1.2 Agency theory:** This study was also guided by agency theory. The Agency theory argues that shareholder interests require protection by separation of incumbency of roles of board chair and CEO (Jensen & Meckling 2012). In theory, the managers consider that the agents will not act on their own but represent their principals. More so the theory holds that managers will not act to maximize returns to shareholders. By theory, the Agency presupposes that all the stakeholders have a role to play but they may not be readily available for all operations, and hence seek for delegates or agents (Owomoyela et al., 2012). Several studies done and utilizing the agency theory affirm its relevancy on assessing the roles of intermediaries, agents and the third party in business operations (Fama, 2012). Agency theory argues that in the modern corporation, in which share ownership is widely held, managerial actions depart from those required to maximize shareholder returns (Jensen & Meckling, 2012).

## **2.2 .0 Marketing strategies and sales performance.**

Dambo and Igoni (2023) conducted a study to examine the relationship between various marketing strategies and the performance of small and medium-scale enterprises (SMEs) in Port Harcourt. The study aimed to determine the impact of product strategy, pricing strategy, promotion strategy, place strategy, packaging, positioning strategy, and people strategy on the performance of SMEs in the region. The population of the study included 2,086 SMEs in Port Harcourt, with the target respondents being business owners, marketing managers, and account officers. Using Taro Yamene's formula for sample size determination, a sample of 336 was selected, and 224 valid responses were gathered through questionnaires. Data were analyzed using the Pearson Product Moment Correlation for the research questions, and t-transformation was applied to compare the calculated r value with the critical t value. The analyses were conducted using SPSS version 25. The findings revealed a positive, moderate, and significant relationship between all the marketing strategies product, pricing, promotion, place, packaging, positioning, and people—and the performance of SMEs in Port Harcourt. Based on the findings, the study recommended that SME management develop and implement effective marketing strategies that address customer needs, consider demand elasticity and market conditions when setting prices, and ensure their pricing strategies are attractive to customers. While in the above studies, the independent variables were similar the contextual perspective was in SMEs in Nigeria and the current study is on manufacturing firms in Uganda, a gap the

research intends to fill.

Ihemeje et al. (2023) explored the impact of marketing strategies on the performance of Small and Medium-Scale Enterprises (SMEs) in Kogi State. The study concentrated on three primary marketing strategies: specialization, segmentation, and product differentiation. It investigated the effects of specialization and segmentation strategies on SME performance, as well as the link between product differentiation and customer satisfaction. The research utilized a descriptive design, with data analyzed through both descriptive and inferential statistical methods, including multiple regression and correlation analysis. The results showed that specialization strategies, especially promotion and pricing strategies, significantly affect SME performance in Kogi State. Additionally, a strong positive relationship was identified between product differentiation and customer satisfaction. The study concluded that combining promotion and pricing strategies could result in varying performance outcomes, with promotion positively influencing performance and price negatively affecting it. The study emphasized that a focus on differentiation strategies would help SMEs align with customer expectations. It recommended that SME owners avoid mixing promotion and pricing strategies to prevent inconsistent performance and advised them to enhance their differentiation strategy by focusing on product quality, content, operational processes, and innovation to boost customer satisfaction.

From the proceeding sections, the key concepts derived for review were product development, price strategy, place strategy and promotion strategy. In this section, these concepts were explained and their link to sales performance was highlighted.

### **2.2.1 Product Development Strategy and Sales Performance.**

Kotler and Armstrong (2018) note that a product is anything offered to the market for attention, acquisition, use, or consumption, aiming to satisfy customer needs or wants.

Product strategy involves developing new products or modifying existing ones to meet the needs of current or new markets (Muritala, 2023). According to Njomo and Oloko (2016), factors such as changing consumer preferences, technological advancements, shifts in manufacturing costs, and competition from other brands often drive firms to innovate and create new products. For any manufacturing company focused on future growth, prioritizing

product innovation is essential. Kaunda (2017) argues that a product development strategy allows organizations to take a proactive role in shaping their future, influencing the market, and controlling their destiny.

Product development is considered a critical factor for the success of new product initiatives (George & Erustus, 2022). When executed correctly, it can significantly enhance market share, profitability, and the long-term sustainability of an organization. It involves practices that enable companies to create high quality, viable products that meet market demands and deliver value to both customers and the business itself. Namusonge et al. (2017) argue that effective product development practices positively influence sales performance. Many products fail quickly due to issues like inadequate market analysis, poor design, regulatory challenges, untested market assumptions, and delays in market entry.

Ataman, Van Heerde and Mela (2010) product development is a marketing mix strategy in which organizations offers consumers symbolic and experiential attributes to differentiate products from competitors. Kotler and Armstrong (2013) observed the product as anything that can be offered to a market for attention, acquisition, use, or consumption hence satisfying customers want or need. In another similar study by Kotler and Armstrong (2006), a product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. A consumer product is a product bought by the final consumer for personal consumption.

A product is the physical appearance of the product, packaging, and labeling Information, which can also influence whether consumers notice a product in-store, examine it and purchase it Cavusgil and Zou (1994). This study seeks to examine how product development strategy creates an impact on sales performance in term of profitability, market share, return on investment, expansion, etc. This is because customers do look at product attributes such as quality, features, design, and style.

Gbolagade, Adesol, and Oyewale (2013) research on impact of marketing strategy on sales performance a study of selected small and medium enterprises (SME's) in Oluyole local government, Ibadan, Nigeria. It was established that there was a significant influence between product development strategy and sales performance. Owomoyela, Oyeniyi, and Ola, (2013)

The effect of product advertisement on consumer buying behavior was examined by Rizwan, Vishnu, Raheem, and Muhammad (2014). According to the results, product packaging has an effect on a customer's decision to buy. Customers consider packaging elements such as color, wrapper design, and packaging materials before purchasing a product, according to the findings.

Nirusa (2017) investigated the role of perceived product quality as a mediating factor. A survey of 105 businesses was conducted. It was revealed that there was a correlation between organizational capability and perceived product quality. Deborah (2016) conducted a research on the effect of branding on organizational performance in the retailing of pharmaceutical products, as well as the role of customers as a mediating factor. Branding was discovered to have a significant positive effect on organizational performance. Wed (2016) studied the effect of brand identity on consumer loyalty and sales performance in local companies, finding that brand identity does have an impact on customer loyalty and sales performance.

Muthengi (2015) also did a study on the impact of marketing strategies on commercial bank sales performance in Kenya. The study's findings revealed that the marketing variables used were generally significant, but there was little impact when a marketing variable was compared to manufacturing firm performance in isolation from other variables. They have therefore been few studies in Eastern Uganda on marketing mix strategies and their effect on the sales performance of manufacturing firms among cement factories which has been the main focus of the current research.

Regardless of whether a product is a new invention, an improvement of a familiar product, or a replication of a competitor product, Brassington and Pettitt (2016) conclude that it requires due consideration and planning to ensure that it meets the needs and wants of its customers; it should have a major competitive advantage; and it should be accepted on the market. According to Van Auken, et al (2015), creativity helps small and medium-sized businesses respond to market trends and sustain their competitive advantage. Customers' needs are identified and goods are developed to satisfy them or produce environmentally responsible goods that have less impact than rivals. This enhances the perceived quality of the company's products, market share and customer satisfaction.

### **2.2.2. Product Development Strategy spurs Perceived Product Quality.**

Product development strategy has a significant effect on perceived product quality, defined as an assessment that customers have about product excellence (Poh, Ghazali, & Mohayidin, 2011). In line with Flynn et al. (2018) quality is an important element in the design and manufacture of products which are considered superior to those of competitors. According to Zigmond (2010), customers increasingly expect products to be of high quality. Hence, product quality is often considered to contribute to the development of a firm's competitive advantage. Product quality is the extent to which a product succeeds to meet the needs of its customer and hence a product development strategy must be focused on such (Hong & Hai, 2018).

A study conducted by Feng, Terziovski, and Samson (2007) indicated that product quality, efficiency, and business results affect firm performance measures. Mahmood and Fatimah Hajjat (2014) research the effect of product quality on sales performance in some Arab Companies. A model was developed to illustrate the product development stages from conception to distribution. The researcher analyzed data using structural equation modeling techniques. Findings revealed that product extrinsic value influences external performance and product intrinsic value influences internal performance. Nirusa (2017).

### **2.2.3 Product Development Strategy Influences Product Packaging to improve Sales Performance.**

Packaging is a silent salesman because it carries a lot of information which is nothing but a type of promotion for the product. Product packaging is a marketing tool in any manufacturing industries because proper packaging of organizational products attracts consumers, increase sales volume and profitability of the organisation.

However, several research had been conducted on product packaging and consumer purchase decision from different perspectives. For instance, Chinedu et al. (2023); Dibia and Olannye (2022); Lomayani (2021); Singh (2018); Chukwu and Enudu (2018); Hussain et al. (2015) research was conducted from different perspectives, therefore the results of these findings cannot be adopted.

In another study by Ampuero and Vila (2006) product package as part of the constructs of an efficient product development strategy contains visual and sensual attributes

which communicate to consume and improve sales performance. A product package is a container that has direct contact with the product, protects, preserves and identifies the product. Good package design requires knowledge of materials, their properties, private methods and conversion process (Sehrawet & Kundu, 2007).

Additionally, Kamotho (2011) research the influence of packaging and labeling on consumer perception on products quality as a component of product development strategy. It was concluded that icon, symbols, font size and patterns, usage instructions, country of origin and information are an example of package label attributes that customers look for when buying a product.

#### **2.2.4. Branding.**

Kotler (2015) revealed that product development strategy aimed at improving product packaging is used to attract attention, describe the product and clutter on retailer shelves hence motivate customers to purchase a product. Silayoi and Speece (2007) suggested that packages should be exciting and safe and of high quality. Also, colors used on the package is perceived and associated with quality attributes. Ampuero and Villa (2006) research the influence of visual packaging design on perceived food product quality, value, and brand preference. It was established that attitudes toward visual packaging directly influence consumer-perceived food product quality and brand preference and hence high sale performance.

Holmes and Paswan (2012) research consumer reaction to the new package design. Based on previous research, it is suggested that a combination of product quality and price influences customers purchase intention. Packaged goods that are priced low receive less attention than products that are high priced. Studies have also suggested that a product development strategy must aim at inducing positive customer attitude towards

product package and quality to influence their purchase decision to buy products that have low prices (Holmes & Paswan, 2012). The research was intended to establish how the product development strategy at Tororo Cement limited Uganda limited.

According to Yi (2015) brand as a product development strategy influences brand equity thus creating customer appeal and visual image about a particular brand. Additionally, Kim, Hoskisson & Hitt (2003) research the effect of consumer-based brand equity on the firm's financial performance. This study sought to find out the extent to which product development strategy at Tororo Cements has influenced sales performance.

### **2.3.0 Pricing Strategy and Sales Performance.**

Product pricing is an important aspect of operating a business, especially for manufacturing firm owners, who must set prices that attract customers, enhance sales performance, and produce profits.

The phrase "pricing strategy" refers to a company's many methods for deciding how much to charge for its goods while considering variables including market structure, consumer characteristics, the nature of the product or service, and firm structure (Kar, 2019). According to Kar (2019), various pricing strategies exist, such as value-based pricing strategy, competition-based pricing strategy, cost-based pricing strategy, flat rate pricing strategy, discount pricing strategy, bundle pricing strategy, skim pricing strategy, penetration pricing strategy, and cooperative pricing strategy. Goodie Okio (2022) further suggests that pricing strategies are linked to an organization's sales performance, particularly in the context of businesses operating in the manufacturing sector. According to Kar (2019), there is a connection between adopting a value-based pricing strategy and the ensuing effect on sales performance.

Price is a cost of producing, delivering and promoting the product charged by the organization (Kotler, 2007). Yi (2015) also posits that monetary cost is one of the factors that influence the consumer's perception of a product's value. Price can be stated as the actual or rated value of a valuable product which is up for exchange; some define it as the

amount of money paid for the product (Kotler, 2007). In the studies of Colpan, (2006) and Owomoyela et al., (2013) a significant relationship between price and sales performance was observed. This study sought to investigate whether Tororo Cement sets prices for a product to play a large role in its marketability within its pricing strategy.

According to Hyginus et al. (2019), prices are the amount that represents the value of a particular product or service, making it one of the most important considerations in management decisions. Customers frequently choose price over value when making a purchase (Jamaluddin & Esa, 2020). This pattern is particularly apparent in communities with low incomes, where financial limitations substantially impact purchasing decisions. It has the potential to dramatically impact younger demographics' purchasing behavior (Ali & Anwar, 2021), as well as customer loyalty and satisfaction (Wantara & Tambrin, 2019). Furthermore, it is the organization's sole source of revenue (Islaini and Nayan, 2020). To enhance the effectiveness of sales, owners must monitor their items and competitors' prices (Hyginus et al. 2019).

Pricing strategy refers to the approach a company uses to determine the price of a product or service.

This decision is influenced by the cost of production, desired profit margin, market analysis, and the product's potential for long-term success (Muritala, 2023). Pricing strategies are useful for catering to the diverse purchasing habits of different customers. Dudu and Agwu (2014) highlight that pricing helps differentiate products with similar features. The objectives behind pricing decisions often include profit maximization, revenue growth, quality leadership, or survival in a competitive market. In most cases, companies, regardless of size, base their prices on production costs, labor, and a markup to ensure profitability (Rick, 2019).

Singh and Gupta (2023) posits that pricing Strategies explore how different pricing strategies influence consumer purchasing decisions. Their research shows that competitive pricing, particularly during sales events, plays a crucial role in attracting customers. By offering discounts and promotions, companies can create a sense of urgency and value for consumers, driving higher foot traffic and increased short-term sales. Moreover, pricing strategies that reflect market trends and consumer expectations can help brands position themselves competitively, enhancing both customer attraction and retention. The study highlights the

importance of pricing as a central element of marketing strategies in driving customer behavior and boosting sales performance.

Onyeaghala et al. (2019) conducted a study to examine the impact of pricing strategies on the sales performance of consumable goods. The research employed a survey design, focusing on staff from six enterprises dealing in consumable goods in Wukari, totaling 32 individuals. Purposive sampling was used because these enterprises are the primary suppliers of consumable goods in the region, and the entire population was included in the study. Both descriptive and inferential statistics were used for data analysis, with frequencies and percentages presented in tables, and the Pearson Product Moment correlation used to test the hypotheses, aided by the Statistical Package for Social Sciences (SPSS).

The study measured three pricing strategies cost-plus, mark-up, and competitors-oriented as independent variables, with sales performance as the dependent variable. The results revealed that cost plus and mark-up pricing strategies had no significant impact on the sales performance of consumable goods. However, competitors-oriented pricing was found to influence sales performance.

The study recommended that dealers in consumable goods exercise caution when using the cost-plus pricing strategy, as it does not affect sales performance, and avoid relying on mark-up pricing. Since competitors' pricing strategies were shown to impact sales performance, it was suggested that dealers closely monitor competitors' prices to optimize their sales outcomes.

Corporate profitability, according to Deonir, et.al (2017), investigated pricing strategies and levels and their effect on corporate profitability. The use of value-based pricing has been shown to increase a company's performance. In another study, Perminus and Wilson (2017) investigated the effect of penetration pricing on insurance company profitability in Kenya. The target group consisted of 45 insurance firms. The research looked at data from 2008 to 2012. A sample of 900 workers was used in the analysis. Two staff from each insurance company were purposively sampled. Data was collected using questionnaires. The findings were interpreted using descriptive and inferential statistics. It has been discovered that penetration pricing and firm profitability have a positive relationship. This study was based on small and medium-sized enterprises in Kenya whereas the current study was based on price of the 4Ps marketing mix in the cement manufacturing firm in Easter Uganda between 2020 and 2025.

Njomo and Margaret (2016) researched market penetration strategies and organizational growth: a case of soft drinks. The approach used was stratified random sampling. A sample of 160 people was chosen using simple random sampling. The correlation was done to determine the relationship between variables. Penetration pricing has been found to have a negative impact on organizational growth. The application of penetration pricing would help in the growth of sales volume and market share. In addition, businesses are now using the penetration pricing strategy to promote complementary products (Njomo, 2016). Companies use penetration pricing tactics to price their goods or services below their usual price, according to Matan (2016). This helps a business to gain customer recognition, increase market share, or discourage new competition from entering the market.

According to Mwangulu (2014), when businesses try to promote short-term pricing tactics, revenues increase. According to Reece (2010), market penetration challenges arise because products are expensive to make, and providing the lowest rates would not result in significant profits. Furthermore, if a business keeps prices down for a long time and then raises those, customers are likely to shop around (Costas, 2010). He pointed out that a market penetration strategy may result in lower prices across the board, as rivals often try to match prices, particularly if their products are similar. To outperform the competition, the business that implemented a market penetration strategy would lower its prices even further. All competitors can soon be selling goods at such a low cost that they make profits.

### **2.3.1 Value-based pricing.**

According to research done by Piercy, Cravens, and Lane (2010), findings indicated that value based pricing is the most profitable pricing strategy that influences maximum sales performance. Tororo Cement has influenced sales performance. Musibau, Choi, and Oluyinka (2014) state that value pricing is the price of a customer's next best alternative plus the value of differentiating features. Value-based pricing is set by considering the value of a product or service has on its target customers (Hinterhuber & Liozu, 2013). This study sought to evaluate how Tororo Cement firm uses Value-based pricing to maximize sales performance.

Deonir, Gabriel, Evandro and Fabia (2017) research pricing strategies and levels and their impact on firm's profitability. It was revealed that value-based pricing has a positive effect on profitability of a private company. Liozu (2013) conducted research on pricing orientation, pricing capabilities, and firm performance. It was established that there was a positive relationship between value-based pricing and firm's sales performance.

### **2.3.2 Penetration Pricing.**

Penetration pricing strategy is the process of charging a low price to product or services hence penetrate the market (Jim, 2012). Similarly, Aila (2013) states that penetration pricing is the process of setting a price at a lower price for new products or service hence breaking even the technique can also be used to research for a new market for an existing product. Penetration pricing is used to support the launch of a new product and when a product enters a market with relatively little product differentiation and where demand is price elastic (Jim, 2012).

In addition to the above Poh, Ghazali and Mohayidin (2011) revealed that penetration pricing is a technique of setting a low price on a new product hence attracting customers to try company's products and services. Penetration price is setting a low price for new products hence reaching a wider mass market and acquiring more market share.

Sije and Oloko (2013) research penetration pricing strategy and performance. It was established that there was a strong positive correlation between penetration pricing and sales performance. Perminus and Wilson (2017) research the effect of penetration pricing strategy on the profitability of private firms. It was established that there was a positive relationship between penetration pricing and firm profitability.

### **Price Discount.**

According to Mullin, Walker and Cummins (2012) price promotions include money-off

coupons, pence-off flashes, buy one get one free and extra fill packs. Besides, nowadays, price sensitive customers are more aware of promotional activities and more active in research for price promotional offers (Cui & Tingjui, 2016). Hamed and Farideddin (2016) research the effects of promotion on perceived quality and repurchase intention. It was established that price promotion had a significant impact on perceived product and service quality. Bingqun, Kejia and Tingju (2016) researcher analyzing the impact of price promotion strategies on manufacturer sales performance. Findings revealed that price promotion strategies affect sales performance. It was on how the Tororo Cement firm uses price promotion strategies to direct higher sales performance.

#### **2.4.0 Relationship between Place Strategy and Sales Performance.**

Place consideration is as another factor having an impact on sales performance. This simply means the location, accessibility, and channel of distribution employed by a company.

According to Harsono (2017), place strategy plays a fundamental role in the marketing mix of a product or service. Place strategy outlines how and where a company will place its products and services in an attempt to gain market share and consumer purchases. This component of the 4Ps is sometimes referred to as the distribution strategy and may include stores, both physical and online, and any other means by which the company can reach customers (Harsono, 2017).

In addition, Afzal (2019) investigated the distribution strategy and business performance in emerging markets of Pakistan and found out that distribution strategy has an effect on business performance. According to Schiele (2018), geographic location has a significant influence on firm's profit margin and success. This might be due to availability and proximity of raw materials and labor, proximity to customers and competitors, infrastructure and transportation costs. According to Taylor (2018), businesses located in urban areas generate greater returns than those located in rural areas. Paulin et al., (2018) noted that geographic location plays a big role in survival of an organization.

Jones (2007) defines place as any way that the customer can obtain a product or receive a

service. Melo (2014) give distribution as another name for the place. According to Melo, it is the third element of the marketing mix, and it encompasses all decisions and tools which relate to making products and services available to customers.

Distribution strategies are essential for introducing new products to the market and increasing a company's market share (Mahendra, 2013). These strategies are critical as they determine how accessible a new product is to customers, influencing its market acceptance and sales. Muritala (2023) explains that distribution strategies have a lasting impact on an organization, requiring careful planning due to the resource and time investments needed to make adjustments. Distribution decisions encompass transportation methods, warehousing, and inventory control, order processing, and selecting marketing channels. Marketing channels consist of intermediaries, such as wholesalers and retailers, who help move products to final consumers (Kubeyinje & Bariweni, 2020). Obi (2002) defines distribution channels as the pathways through which a product moves from the producer to the final consumer or industrial user, facilitated by intermediaries performing functions like buying, selling, transporting, pricing, financing, and providing market information.

The approach taken by a company to bring products and services to different channels and networks with the aim of reaching the end consumer, either directly or indirectly is referred to as distribution strategy. Brokers, wholesalers, distributors, and even retailers would be among the intermediaries. These factors contribute to a company's ability to offer outstanding customer service and have an effect on customer satisfaction levels (Palmer, 2011). The user requires convenience, such as physical access, in order to use the product. The competitiveness of a company is determined by its distribution networks. This is because it has an effect on both the time the commodity reaches the market and the final price. The company can better understand sales channels through placement strategy, which involves enhanced awareness, better segmentation of sales channel delivery, the position of intermediaries in the sales process, understanding the centers of influence on the sales channel, and the location of the business in relation to the sales channel (Whetton, 2011).

Kotler and Armstrong (2016) also define place or distribution as a set of interdependent organizations involved in process of making a product available for use or consumption by consumers. Place strategy calls for effective distribution of products among marketing

channels such as wholesalers or retailers. Owomoyela *et. al*, (2013); Amine and Cavusgil (2001); and Hamed and Farideddin (2016) agree that place has a significant effect on sales performance.

Nashwan (2015) studied how the marketing strategy influences the productivity of a business. Distribution, marketing, pricing, and product standardization and adaptation all have an effect on a company's sales, customer, and financial performance, according to the findings. The distribution strategy, according to Louter, Ouwerkerk, and Bakker (1991), has a positive effect on the firm's results. In Pt. Varia Indah Paramitha Manado, Manado, Revino, Silvy, and Christoffel (2015) investigated the effects of distribution channel sales volume. The findings revealed that distribution networks had a significant and significant impact on sales volumes.

Laswai (2013) investigated the effectiveness of distribution model networks in increasing an organization's sales productivity. A total of 90 people were chosen for the study. Data was gathered through interviews, questionnaires, and documentary analysis. The distribution channel has a positive effect on sales performance, according to the findings. Bintu (2017) researched the effect of marketing mix strategy on the performance of small scale businesses in Maiduguri Metropolitan, Boron State Nigeria. It was discovered that marketing mix strategy; product, price, promotion, and place have a major influence on sales performance. This is the research void that the current study has filled by evaluating the effect of placement strategy on sales performance contrary to Bintu (2017) who examined the influence of marketing mix on business results which is broader.

Eze, et al (2015) investigated the connection between a company's location and customer patronage. The survey design was used in the study. A total of 100 respondents were surveyed. A structured questionnaire was used to collect data. The findings revealed that a company's location has a significant effect on its performance. The study concluded that the company's proximity to its customers had an effect on repurchase. Barnard, et al (2011) conducted a study on how to improve business performance by using location decision-making techniques. The research focused on small and medium-sized companies in the Nelson Mandela metropolis. Convenience sampling was used to identify 175 small and medium-sized businesses. Questionnaires have been used to gather primary data. Findings showed a positive relationship

between location and business performance. These studies were a correlation between business location and customers' patronage in improving business performance compared to the current study which specifically specialized on marketing mix strategies and sales performance of cement manufacturing firm in Eastern Uganda, particularly Tororo Cement Company limited.

#### **2.4.1 Distribution Channels.**

Place strategy encompasses the distribution of company products from the place of a manufacturer to a place of consumption. Hence distribution Channel is defined as a set of interdependent organizations involved in the process of making a product or service available for consumption or use (Ames, 2016). A distribution channel can also include physical movement, warehousing, ownership of the product, presale transaction, post-sale activities; order processing, credit, and collections; and other different types of support activities (Ames, 2016). Distribution is the process of making a product or service available for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries (Wren, 2007).

Dickson et al. (2022) conducted a study to assess the impact of distribution channel strategies on the performance of commercial banks in Nigeria. Using a descriptive survey research design, the study targeted 43 management staff from five commercial banks in Nigeria. Data was collected through questionnaires and analyzed using percentages, means, and standard deviations. The findings revealed that the banks employed various distribution channels, including branch networks, electronic banking, and multiple distribution methods. Additionally, the banks utilized marketing strategies such as aggressive marketing, mass marketing, and value marketing. The study also found that the distribution channel strategies significantly influenced the performance of the banks. It concluded that most commercial banks prioritize offering one or more distribution channels to their customers. The study recommended that commercial banks focus on distribution strategies that enhance their performance, eliminating those that increase costs.

According to Revino, Silvy, and Christoffel (2015) conducted research on the effect of

distribution channel sales volume and findings indicated that distribution channels had a positive and significant impact on sales volume. However, no study has been so far conducted at Tororo Cement factor to predict any relationship between marketing distribution channel strategies and a firm's sales performance.

### **Geographic Location**

According to Nguyen, McCracken, Casavant, and Jessup (2011) findings revealed that ownership and geographic location has a significant influence on the profitability of a firm (Nguyen et al., 2011). Hence the geographical atmosphere Tororo Cement Limited factory was not well-research on the extent to which it can influence sales performance, hence the need for the study. Eze, Benedic and Juliet (2015) study on the correlation between the business location and consumer's patronage revealed business location has a significant effect on sales performance. It was not certain to conclude from the above finding that proximity Tororo Cement Limited factory influences customers to repeat purchase. According to Kotler and Armstrong (2016), retailers should be a location Tororo Cement their target customers thus ensuring accessibility. Retail stores located far away from their customers harm their purchase intention.

### **2.5.0 Relationship between promotion strategy and sales performance**

Promotion is a key function in influencing consumer decisions by informing, persuading, and encouraging action. According to Olise et al. (2020), promotion encompasses any communication efforts designed to move products, ideas, or services through marketing channels to reach the final consumer. Promotion plays a crucial role in shaping the knowledge, attitudes, and behaviors of the target audience. It provides timely and accurate information that helps potential customers make informed decisions, ensuring that no misrepresentation occurs, thus building customer satisfaction and a positive brand image.

A core component of the marketing mix approach is the promotion and communication strategy. It helps businesses to connect with customers about their products or services. Personal selling, sales promotion, advertising, public relations, and direct marketing are all components of promotion strategy. These elements have an impact on the relationship between the customer and the business, which is critical for improving product or service

sales (Lehtinen, 2011).

Promotion as part of a specific effort to encourage customers to tell others about the existing services (Baker & Taylor, 2014). Promotion is the key to the market exchange process that communicates with present and potential stakeholders, and the general public. Every firm or store must cast itself into the role of communicator and promoter. Previous research such as Amine and Cavusgil (2001); have established a significant relationship between promotion strategy and sales performance. The relationship between promotion consideration and sales performance is significant, but the relationship is negative.

According to American Marketing Association (2010) sales promotions as "media and no media marketing pressures applied for a predetermined time frame to the different target audience, thus consumers, retailers, and wholesalers to stimulate trial, increase consumer demand and improve product viability.

The effect of promotion on perceived quality and repurchase intentions was examined by Hamed and Farideddin (2016). A descriptive survey methodology was used in the analysis. A simple random sampling was used to choose a group of 230 coffee shop patrons from five different districts in Isfahan. Price advertising has been shown to have a significant impact on the perceived quality of a product or service. The effect of price promotion strategies on manufacturing sales performance was studied by Bingqun et.al (2016). Pricing promotion tactics have an effect on sales performance, according to the findings. These studies were conducted in fast moving commodity and manufacturing sector whereas the current study was carried out in Tororo Cement Company limited in Easter Uganda.

Sales promotion has been shown to have a positive impact on organizational performance according to research conducted by Tandoh and Sarpong (2015) on the effects of sales promotion on the performance of Auto-Mobile Industries in Ghana. Dangaiso (2014) conducted a study on the effect of sales promotion strategies on the performance of Ghana's Auto-Mobile Sectors, findings revealed that using sales promotion practices like discounts, price and competition sweepstakes had a positive impact on the sector's performance. These studies were conducted in the auto-mobile sector which is basically service sector as opposed to the current study conducted in a cement manufacturing company in Eastern Uganda particularly Tororo Company limited.

According to Kotler and Keller (2016), a promotional strategy is a detailed plan for reaching potential clients and promoting goods and services to create demand. In addition, Clow and Baack (2018) explained that promotional strategy is the plan for using various promotional tools to achieve marketing objectives and effectively communicate with target audiences. This strategy aims to inform, persuade, and remind consumers about products and services, ultimately driving demand and influencing purchasing decisions (Belch & Belch, 2018). This involves deciding on the best platforms and strategies to attract customers and increase revenue.

### **2.5.1 Advertising**

Advertisement. Arens et al. (2018) defined advertising as a process designed to inform, persuade, or remind consumers about products, services, or ideas, with messages delivered through various media channels. Shah and Krishnan (2017) further explained that advertising fosters consumer engagement, mainly through digital platforms where brands can establish dialogue with consumers. Keller (2016) emphasized that effective advertising differentiates a brand in competitive markets, enhances consumer engagement, and influences purchasing decisions. According to Abiodun (2011) advertising is a non-personal paid form of communication about an organization or its product to a target audience through mass broadcast medium by an identified sponsor. Adewale, Adesola and Oyewale (2013) state that advertising is a nonperson communication strategy that is directed at a target audience through various media to present and promotes products, services, and ideas. According to Nazish et al., (2012) advertising is a strategy used by organizations to inform, remind and persuade customers to purchase a product. It is also used to present product, ideas and reach targeted customers. They therefore defined advertising as any paid form of non-personal communication about an organization, well, service or idea by an identified sponsor.

Dauda (2015) investigated the impact of advertising on sales revenue and profitability of a number of Nigerian food and beverage companies. It has been established that advertising and firm profitability have a positive and significant relationship. However, the analysis also discovered that there was no statistically significant connection between advertisement costs and sales revenues. It was proposed that the company should not only rely on advertisement to raise sales revenue and profits, but also use sales promotion, personal selling, and publicity,

among other items. Jebungei (2014) analyzed the effects of advertising on the performance of Kenyan cosmetic manufacturing companies. The findings showed that the company would raise awareness and appeal by using advertising. Furthermore, product performance is influenced by advertising. It helps a company to increase revenue and profits. Liban (2015) looked into the effect of advertisement on telecommunications company sales in Somalia and discovered that advertising had a substantial influence on sales volumes.

Armstrong and Kotler (2015) discussed using strategic planning in advertising, including setting clear objectives, understanding the target market, and creating compelling messages that resonate with consumers. Rao and Gupta (2019) noted that advertisements serve as critical tools for communication, conveying essential information about product offerings, ingredients, and nutritional benefits, which help consumers make informed choices.

Nielsen (2018) highlighted that incorporating promotional strategies, such as discounts and limited-time offers, drives immediate sales and encourages trial among hesitant consumers. Additionally, targeted advertising campaigns designed for specific demographics maximize their effectiveness in reaching potential customers.

Gonzales and Pacheco (2019) emphasized that advertising is key in fostering brand loyalty by consistently reinforcing brand identity and values, leading to long-term consumer relationships and increased market share. Mishra and Mishra (2017) added that this consistent reinforcement strengthens customer retention and helps brands withstand competitive pressures. Bennett and Rundle-Thiele (2020) highlighted that effective advertising is crucial for influencing consumer behavior and driving sales performance, making it an integral part of successful marketing strategies in the highly competitive food sector.

The effect of advertisement and sales promotion costs on the sales performance of Indian telecommunication companies was examined by Joshi, Prabhu, and Chirputkar et al (2016). In terms of sales performance, it has been discovered that advertisement and sales promotion have a significant positive relationship. Nana, et al (2011) investigated the impact of marketing communications on Ghana Telecom's sales performance (Vodafone, Ghana). Findings revealed that there was a strong relationship between sales promotion, advertising budgets and total sales. These studies were conducted among telecommunication sector which are basically service sector as opposed to the current study conducted in manufacturing firm , which is

cement product based in Eastern Uganda .

### **Direct Marketing**

Direct marketing is a direct communication strategy used by organizations to target their customers thus gets an immediate response. It includes a face to face interaction (Rowley, 2012). Direct mail is the process of sending information about a special offer, product, sale announcement, service reminder to target customers. It includes telemarketing, email marketing, catalog, brochures, newsletters and online marketing (Perminus and Wilson, 2017). Through direct marketing, an organization can collect relevant information about their customers and develop products based on its customers' needs and wants (Lawson et al., 1998).

Direct Marketing. It is a critical component of promotional strategy, where businesses communicate directly with potential customers through channels such as email, telemarketing, and digital advertising, aiming for immediate responses like purchases or inquiries (Kumar & Reinartz, 2016). In contrast, according to Beckers et al. (2018), regular communication does not always correlate with increased engagement levels, emphasizing the need for quality interactions over mere frequency. Furthermore, while communication is essential, its effectiveness varies based on how it is executed and the context in which it occurs (Harmeling et al., 2017).

As part of a broader promotional strategy, direct marketing enables businesses in the food industry to target specific consumer segments with tailored promotions, improving overall marketing efficiency (Chaffey & Ellis-Chadwick, 2019). Bennett (2015) highlighted that direct marketing allows companies to analyze consumer responses and refine their promotional strategies, making campaigns more effective. Gordon and Perrey (2015) further argued that integrating direct marketing into promotional strategies enhances sales performance by providing personalized offers that encourage immediate purchases and long-term customer loyalty. Within the framework of promotional strategy, direct marketing plays a pivotal role in directly engaging with consumers and fostering strong customer relationships (Pérez-Cornejo & Castillo, 2017). Hassan and Shiu (2016) emphasized that personalized direct marketing

campaigns lead to increased consumer engagement, which positively impacts sales performance. Zhang and Chen (2018) added that direct marketing not only boosts immediate sales but also helps businesses collect consumer data to continually refine their promotional strategies, leading to sustained sales growth and repeat purchases.

**Personal Selling.** Ingram et al. (2015) defined personal selling as a direct interaction between sales personnel and customers, where the salesperson engages in a two-way communication process. This definition highlights the significance of building relationships and trust, which are essential for influencing consumer purchase intentions (Wang & Zhuang, 2017). Rafiq and Fulford (2017) emphasized that effective personal selling strategies facilitate meaningful interactions and are key to promotional efforts. By aligning personal selling techniques with promotional strategies, businesses in the food industry can achieve improved sales performance and cultivate long-term customer loyalty.

Kumar and Reinartz (2016) presented that direct personal contact in prospecting allows for immediate feedback and a deeper understanding of client needs, which is crucial for successful sales. Gopalakrishnan and Lilien (2016) also mentioned that when sales staff instill confidence, customers are more likely to engage in repeat purchases and develop loyalty to the brand. In accordance with this, Schneider and Bowen (2014) stated that confident salespeople excel in effective communication, clearly presenting value propositions that persuade customers to purchase. In addition to that, their ability to overcome objections with poise further transforms hesitations into sales.

In the marketing book by Baker and Hart (2018), personal selling is a key strategy for enhancing customer engagement and driving sales performance in the food industry. The authors emphasize that personal selling facilitates direct, face-to-face communication between sales representatives and customers, allowing for a personalized approach that addresses individual needs and preferences. Mason and McCarthy (2016) mentioned that face-to-face interactions facilitate a deeper connection between salespeople and potential customers, which is vital for effective communication. Additionally, Jain and Gupta (2015) mentioned that face-to-face interactions allow sales professionals to connect with customers personally, which is crucial for understanding their needs and concerns.

This personalized approach fosters a deeper level of engagement, making customers feel valued and understood. Schwartz and McMahan (2016) asserted that personal selling is

essential for enhancing customer engagement, loyalty, and sales outcomes in the competitive food industry.

Public Relations. Wilcox and Cameron (2016) mentioned that an effective public relations campaign can articulate the unique benefits of services, using targeted messaging to reach specific audiences. Duncan and Moriarty (2017) described public relations as a strategic process that fosters relationships with key stakeholders. This strategic approach involves two-way communication to address stakeholder needs and perceptions, as highlighted by Grunig and Hunt (2017). Such engagement enhances the effectiveness of promotional campaigns by ensuring consistent and impactful messaging, (Smith, 2017)

Public relations in this context involves strategic communication efforts that convey a brand's commitment to quality, safety, and ethical sourcing—all vital factors for modern consumers in the food sector. By effectively managing public perceptions through proactive communication, brands can enhance their credibility and foster loyalty, ultimately influencing purchasing decisions (Fawkes, 2016). Liu and Faulkner (2020) discussed how effective public relations can enhance the overall effectiveness of promotional strategies.

Food brands can create a more impactful promotional mix by integrating public relations tactics—such as media relations, community engagement, and social media outreach—into marketing plans. Moreover, by fostering positive relationships, managing crises, and integrating public relations with marketing efforts, food brands can enhance their promotional strategies and drive sales performance (McAllister, 2018).

Broom and Sha (2019) argued that public relations are vital to the marketing mix, as they enhance brand visibility and credibility through strategic communication efforts. One of the key functions highlighted is relationship building; effective public relations foster strong connections between food brands and their stakeholders, including consumers, media, and community members. Another function Ragas and Culp (2017) discussed is enhancing consumer engagement. The authors highlight that effective public relations strategies utilize social media platforms to create interactive and meaningful dialogues with consumers. Furthermore, González and Acedo (2016) emphasized that effective public relations strategies are crucial for maintaining and enhancing a food brand's reputation, especially in an industry where consumer trust is vital. Harrison (2017) highlighted that good public relations practices

focus on transparency and accuracy, which helps build strong client relationships. By sharing trustworthy information, public relations build credibility and keep clients engaged, making them more likely to stay interested in the services provided.

## **2.6 Literature Summary.**

This chapter discussed literature review based on the following research objectives; to evaluate the relationship between product and sales performance, to evaluate the relationship between price and sales performance, to evaluate the relationship between place and sales performance and to evaluate the relationship between promotion and sales performance. However, most studies were conducted in western countries , West Africa and few in other parts of Africa while no study had been conducted in Uganda on cement factory especially Tororo cement company limited. Hence the need for further research.

## **2.7 Chapter summary**

This chapter consists of the literature and empirical review. It presented the theoretical literature review of the marketing mix and Agent theories and the empirical review of studies on product strategy, price strategy, place strategy and promotion strategy influence and sales performance. The chapter then presented the summary of literature research gaps.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction.**

The chapter includes the procedure and processes that will be followed in conducting this research, which include research Design, population of the study, sampling techniques, data collection instruments, data quality controls data analysis and ethical considerations.

#### **3.1. Research Design.**

The study used descriptive research design. Descriptive study is involves finding out who, what, where and how much of a phenomenon, which is the concern of the study. (Sekaran, 2011) observes that the goal of descriptive research is to offer the researcher a profile or describe pertinent features of the phenomena in question from the person, organization, business or other perspective. Descriptive research design is suitable when the objective is to establish the extent of the relatedness of the variables (Elahi & Dehdashti, 2011). This study adopted a descriptive research design since it helps to understand the characteristics of a group in a particular situation, to aid in making certain decisions (Abok, 2015). This design was therefore in line with the philosophical direction and scope of the study. It is probable that this design will support the study's desired objectivity and allow the logistical flexibility essential for data collection and data analysis (Blumberg et al., 2014). Both quantitative and qualitative approaches were used in the study.

#### **3.2 Study Population**

The target population was made up of 130 respondents at Tororo Cement limited. This included; 5 Administrators (members of Management), 45 staff members from production, 60 staff from marketing and sales departments and 20 staff members of finance and Accounts departments. .Both random sampling and purpose sampling were used. According to Trochim (2010) data saturation is when data is collected from the sample until no new information is being collected.

### 3.3 Sample size

**Table 1: Sample Determination.**

Category of respondents	Target population	Sample size	Sampling techniques
Administrators	5	5	Purposive
Marketing, and sales departmental staff	60	40	Simple Radom
Production Department	45	32	Simple random
Finance and accounting staff	20	20	Purposive
Total	130	97	

*Sources: primary data (2025)*

#### 3.3.1 Sampling techniques and procedures.

The research used both probability and non-probability sampling methods. Probability sampling is one in which every member of a population has a chance of being selected in the sample and the probability can be accurately determined.

#### 3.3.2 Simple random sampling.

Simple random sampling was used to select members of Production department, sales and marketing department.

#### 3.3.3 Purposive sampling.

Purposive sampling was used on senior administrators and Finance and Accounts departments. This method involved selection of key informants and also the choices of subjects who met predetermined criteria such as specific knowledge of the respondents.

#### 3.3.4 Data Collection Methods

Data were collected from primary and secondary sources. A survey was adopted because the study involved a large number of respondents. This involved the use of self-administered questionnaires (SAQs). This method enabled the research to cover the respondents quickly and at a reasonable cost (Lewis, 2015).

### **3.4.1 Survey**

As advised by Baruch and Holtom (2008) the questionnaire had items derived from the study objectives and Likert scale responses. The respondents ticked the responses that best describe marketing strategies and their influence on sales performance.

### **3.4.2 Interviews.**

In-depth key informant interviews were used to collect data from Heads of Departments. This method was preferred because it enabled the collection of reliable, in-depth information. With the use of the interview guide, the research asked key informants individually questions derived from study objectives. The key informants' responses were written down by a research Assistant (Lewis, 2015). The real opinions of respondents in the research problem were sought. Using appropriate probing, the research sought detailed information that was relevant to the research questions (Amin, 2005).

### **3.5 Data Collection Instruments.**

Both primary and secondary data were considered for this study and therefore the instruments explained below will be used to collect data.

#### **3.5.1 Structured Questionnaire**

The study used a structured questionnaire to collect quantitative data from staff in the marketing sales and production departments. The research first gave a briefing to respondents and before issuing the questionnaire to them. As advised by Palinkas et al., (2015) the questionnaire had items derived from the study objectives and the responses were classified into a Likert scale.

#### **3.5.2 Interview guide.**

In-depth key informant interviews were used to collect data from Heads of Departments. This method is preferred because it enabled the collection of reliable in-depth information. With the use of the interview guide, the research was able to ask key informants selected from questions derived from the study objectives. The key informants' responses were written down by a research Assistant (Lewis, 2015).

### **3.6 Data Quality Control.**

To collect reliable and valid data, the research ensured that credible instruments are used. Credible research instruments required were reliable and valid. Besides, they are easy to complete so that the respondents were motivated to provide honest responses. A pilot study was conducted to pre-test the validity and reliability of the instruments. This data was used to test the psychometric properties of the questionnaire.

#### **3.6.1 Validity.**

For a study to be credible, it must have measurable objectives that can be validated. Validity refers to the extent to which an instrument measures what it claims to measure (Djamba & Neuman, 2002). To guarantee this, the face and content validity of the instrument was measured, the instruments were first pre-tested to ensure their face and content validity. The questions found vague were eliminated or rephrased. Any ambiguities, misunderstanding, and inadequacies were eliminated as advised by (Amin, 2005).

#### **3.6.2 Reliability.**

Pre-test data was collected on the questionnaires and the procedure of data collection. This ensured that the questionnaire is reliable and that the participants respond following the instructions. The pre-test phase also examined the best way to handle unanticipated problems and gauged how long the respondents took to fill in the questionnaire. The pre-test sample included a total of 5 employees. Data was entered in the Statistical Package for Social Sciences (SPSS).

### **3.7 Procedure of Data Collection.**

The letter was addressed by manager Operations, Tororo Cement limited (U) .The research explained the purpose of the study and its benefits and permission to sample the respondents was granted. After getting permission, the research met respondents. With the help of Administrators, the research assured respondents of utmost confidentiality; that only data was used to conclude the study for academic purposes. Then data was collected from respondents. Interviews were conducted for two days while questionnaires were collected after one week.

### 3.8 Data Analysis.

#### 3.8.1 Quantitative Data Analysis.

Given that statistical procedures were used to answer the research questions. Quantitative data analysis was done at different levels, namely unilabiate and bivariate. Data analysis at the unilabiate level was based on percentages from the frequency tables and descriptive statistics, specifically the mean.

#### 3.8.2 Qualitative Data Analysis.

Qualitative responses were analyzed using thematic content analysis. Following the advice of Mugenda and Mugenda (2005), data were first coded into sub-themes and categorized into themes and used to give credence to qualitative findings. Using the procedure recommended by Trochim (2010), data were examined and classified under themes derived from the objectives. Clusters of text with similar meanings were presented together and analyzed concerning the study.

### 3.10 Measurement of variables

Description	Mean range	Scale	Interpretation
Strongly Agree	4.10-5.00	5	Very high/very satisfactory
Agree	3.10-4.10	4	High/satisfactory
Uncertain/Not sure	2.10-3.10	3	Moderate/Moderate
Disagree	1.10-2.10	2	Low/Unsatisfactory
Strongly Disagree	0.00-1.10	1	Very low/Very unsatisfactory

**SA stands for strongly agree =5, A stands for Agree =4, N stands for Neutral/Not sure=3, ,D stands for Disagree=2 and SD stands for strongly disagree=1**

### Chapter summary

In preparation for chapters four, five and six, this chapter presented the research design, area of study, population and sample size of the study, sampling techniques, data collection methods, data sources, instruments of data collection, data analysis, data management, data analysis and ethical considerations.

## CHAPTER FOUR

### PRESENTATION OF RESULTS AND FINDINGS

#### 4.0. Introduction.

This chapter presents interprets and analyses findings obtained from the field. It starts by presenting the response rate and results on the demographic characteristics of respondents.

The chapter further outlines the effects of marketing mix on sales performance following the objectives spelled out in chapter one.

#### 4.1 Response Rate.

The response rate regarding the administration of tools is presented as follows:

**Table 4:1 Response Rate**

Category of respondents	Target sample	Sample size
Questionnaire	92	70
Interview	5	5
<b>Overall response rate</b>	<b>97</b>	<b>75</b>

**Source: Primary data 2025**

From a total of 92 questionnaires administered in the field, only 70 were filled and returned giving a response rate of 76%. The research planned to interview 5 respondents and all the 5 were interviewed representing 80% response rate participated in the study. Hence the overall response rate was 75 out of 97 participants giving rise to 77%. This was sufficient for study as indicated in Table 4.1 above. This finding concurs with Mugenda and Mugenda

(2005), a response rate above 70% is very good for study to be accurate, reliable and be depended on.

#### 4.2 Demographic representation.

**Table 4:2 Demographic Characteristics of the Respondents.**

<b>Gender of respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	38	52.30
Female	32	47.70
<b>Total</b>	<b>70</b>	<b>100</b>
<b>Age of respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
20-39	30	42.85
40-59	17	24.30
Over 60	25	32.85
<b>Total</b>	<b>70</b>	<b>100</b>
<b>Marital Status of Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Single	36	51.43
Married	34	48.57
<b>Total</b>	<b>70</b>	<b>100</b>
<b>Educational levels</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Certificate	20	28.57
Diploma	25	34.70
Bachelors	10	14.30
Masters	15	22.43
<b>Total</b>	<b>70</b>	<b>100</b>
<b>Numbers of years respondents worked</b>	<b>Frequency</b>	<b>Percent (%)</b>
1-3 years	23	32.9
4-6 years	24	34.30
7-10 years	10	14.30
11-15years	11	15.65
Over 16years	2	2.85
<b>Total</b>	<b>70</b>	<b>100</b>

##### 4.2.1 Demographic Characteristics of the Respondents.

To elicit data about demographic information of respondents which constituted gender, age, education level, length of service at Tororo Cement as well as department worked in at Tororo Cement Questions 1-5 were administered and the following was revealed.

#### **4.2.2 Gender of Respondents.**

The researcher sought to investigate the distribution of respondents by gender. Findings revealed that 52.3% (38) of respondents were male while 47.70% (32) were female answered questions which implies that data was obtained from both genders which helped to avoid biases.

#### **4.2.3 Age of Respondents.**

The researcher sought to investigate the age of the respondents. Results on the age of respondents were established as presented above. Findings revealed that 30(42.85 %) of respondents were between the ages of 20-39 years at Tororo Cement company limited , 17(24.30%) were between 40-59 years at Tororo cement company limited houses, 25(32.85 %) of the respondents were above 60 years of age working at Tororo cement company limited .

#### **4.2.4 Level of Education.**

The research sought to investigate the respondent's education level of the respondents. In response, the following were established ,The findings reveals that 20 respondents had certificates this represents 28.57 %, 25 respondents have diplomas representing 34.70% of the sample, 10 respondents had their first degree (14.30%) and 15 had Master's degrees representing 22.43% . This implied that majority, 50 of the respondents of the respondents had attended tertiary institutions and above meaning they had ample knowledge about the study topic.

#### **4.2.5 Length of service at Tororo Cement.**

The researcher sought to investigate the duration respondents had worked in Tororo Cement. Results indicate that 23 (32.90 %) had been in the organization for 1-3 years, 24 (34.30 %) had spent 4-6 years and 10 (14.30 %) said they were at Tororo Cement for the last 7-10 years while

11(15.65%) had worked with Tororo cement company limited for 11-15 years and only 2(2.85%) had spent over 16 years at Tororo cement company. This meant that respondents were experienced (having spent at least 3 years at Tororo Cements at the company) to link marketing strategies used by Tororo Cement and its sales performance over time.

#### 4.3.1 Status of Sales Performance.

The sales performance level Tororo Cement Limited in this study was examined as the dependent variable. In a bid to determine the sales performance level, respondents were asked some questions to rate based on the Likert scale. The highest response rating was strongly agreed (5) and the least strongly disagreed (1). The findings were established as presented in Table 4.6 below.

**Table 4.3 Status of Sales Performance in Tororo cement.**

<b>Sales performance</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Comment</b>
Tororo Cement industry's market share is increasing per annum	%	38.6	35.7	7.1	10.0	8.6	3.100	1.58937	Moderate
	Freq	27	25	5	7	6			
The market share is above the industrial average	%	28.6	34.3	8.6	20.0	8.6	3.543	1.32628	High
	Freq	20	24	6	14	6			
Tororo Cement's sales volume increase gradually per annum	%	30.0	32.9	8.6	15.7	12.9	3.357	1.60647	High
	Freq	21	23	6	11	9			
Tororo Cement industry does not struggle to increase its market share	%	20.0	24.3	15.7	22.9	17.1	3.071	1.40724	Moderate
	Freq	14	17	11	16	12			
Tororo cement sales force works hard to maximize its sales performance	%	30.0	31.4	20.0	8.6	10.0	3.143	1.31318	High
	Freq	21	22	14	6	7			
Our company Tororo Cement high profitability margins every year	%	25.7	64.3	0.0	2.9	7.1	3.114	1.48951	High
	Freq	18	45	0	2	5			
Customer loyalty has enhanced consistent profitability	%	27.1	24.3	4.3	20.0	24.3	2.314	1.14895	Moderate
	Freq	19	17	3	14	17			
<b>Average mean</b>							<b>3.091</b>	<b>1.4115</b>	<b>Moderate</b>

**Source: Fields Data (2025).**

According to the table, findings indicate that generally, Tororo Cement limited sales performance was faring well concerning the issues that were considered in the study with the overall average mean score of 3.091 and SDV=1.4115 which was moderate .The results

indicate that the majority of the respondents were of the opinion that the sales performance of Tororo Cement Limited were moderate (Mean score=3.091. It was also observed that Tororo Cement sale volumes were averagely increasing per annum (mean score =3.100). It can also be seen in the findings that Tororo Cement does not struggle to increase market share with mean score (3.071) Further , the findings indicated that Tororo cement limited sale force work hard to maximize sales performance with (mean score 3.143). The respondents were of the opinion that profit margins were fairly high every year with (mean score 3.113) which was high. When asked on customer loyalty, 51.4% agreed with (mean score 2.314).

According to the results, findings indicated that Tororo Cement Limited sales performance had an overall mean score of 3.091 which was rated moderate meaning that sales performance was not at its best and requires improvement. Therefore management of Tororo cement company limited need to emphasize on all sales performance aspects to improve on sales.

The above findings were supplemented by interview guide and this is what one of the managers had to say on sales performance:

*The institution has been dragging in some areas of its sales performance. The competition is rough and the economy is weak, so much of the return on assets has been low including poor recovery of credit sales. But nonetheless we are expecting better performance with time (Respondent C, 13th January 2025).*

#### **4.3.2 The level of adoption of product development strategy in Tororo cement.**

Respondents were asked to rate their level of agreement regarding some of the issues considered in the study as indicated in the table below.

**Table 4:4 Descriptive statistics on Product development strategy in Tororo Cement**

**Company limited.**

<b>Product Development Strategy</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Comment</b>
The product development strategy aims at producing quality outputs	%	20.0	32.9	22.9	10.0	14.3	3.3429	1.30646	High
	Freq	14	23	16	7	10			
Product development strategy grants customer loyalty.	%	7.1	44.3	11.4	17.1	20.0	3.0143	1.31318	Moderate
	Freq	5	31	8	12	14			
At Tororo Cement limited, product development strategy aims at enhancing the product's physical research.	%	20.0	32.9	8.6	15.7	22.9	3.1143	1.48951	High
	Freq	14	23	6	11	16			
Tororo Cement Limited’s product development strategy provides appealing packaging.	%	12.9	2.9	0.0	71.4	12.9	2.3143	1.14895	Moderate
	Freq	9	2	0	50	9			
Tororo Cement factory products possess perceived quality.	%	12.9	71.4	0.0	2.9	12.9	3.6857	1.14895	High
	Freq	9	50	0	2	9			
Tororo Cement product development strategy builds product branding	%	27.1	15.7	5.7	27.1	24.3	2.9429	1.58696	Moderate
	Freq	19	11	4	19	17			
Tororo Cement Limited product development strategy provides for product visibility.	%	21.4	32.9	22.9	10.0	12.9	3.4000	1.28987	High
	Freq	15	23	16	7	9			
Average mean							<b>3.1163</b>	<b>1.3262</b>	<b>High</b>

**Source: Fields Data (2025).**

The findings on product development strategy at Tororo Cement Company limited indicated that the strategy was being implemented with a mean overall of 3.1163 and Sdt. Dev. 1.32626. as indicated on table 4.4 above. Out of seven measures used, four had a mean of 3.1100 and above while had three had a mean of 3.100 and below. This indicated that the responses had mixed responses about the product development strategy in Tororo Cement Company limited.

Asked whether Tororo Cement Company product development strategy aimed at enhancing products' physical application at Tororo Cement limited 52.7% were in agreement while 38.60% disagreed .This was revealed by the mean score of 3.1143 with SDV of 1.48951. It was also revealed that customers always perceived products as quality products (mean=3.6857, SD= 1.14895). Further, findings show that opinions from respondents revealed that the Product development strategy in Tororo Cement Limited aimed at producing quality output that would enhance sales performance (Mean=3.3429and SD=1.30646). This was an indication that some aspects of product development strategy were in place and being implemented.

However the analysis findings in Table 4.4 above, the majority of the respondents disagreed that Tororo Cement Limited product development strategy provides packaging which influences consumer- perceived product quality (mean = 2.3143; SD =1.14895). This implies that Tororo Cement did not put much effort into providing appealing packaging to its customers.

At Tororo Cement Limited it was also revealed that product development strategy grants customer loyalty at moderate levels as indicated by the (mean = 3.0143; SD =1.31318). Furthermore, Tororo Cement product development strategy aimed to build product brands that enhance sales and the responses gave (mean =2.9429and SD=1.58696) which was rated moderate implying this aspect needs some improvement by management.

This implied that Tororo Cement limited was applying product development strategies at high levels an indication that the management may need to maintain it and only improve on some aspects of product development strategies such branding and improve on customer loyalty just to mention a few .

The findings above were supplemented the interviews and this is what one of them had to say concerning product development strategy:

*“The institution has opened a new department for research, innovation and product development. This is intended to create better service delivery and products that meet the needs and demands of different customer segments in the country. This will help capture as many customers as possible hence we are sure that the next five years will be good in terms of sales performance (Respondent E 20th January , 2025).”*

#### **4.3.3 The level of adoption of price strategy in Tororo Cement.**

In a bid to establish the findings on this, respondents were asked several questions to rate on the Likert scale.

**Table 4: 5The level of adoption of price strategy in Tororo Cement**

<b>Price Strategy</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Comment</b>
Tororo cement company uses a price discount strategy to increase sales performance	%	12.9	2.9	0	71.4	12.9	2.3143	1.14895	Moderate
	Freq	9	2	0	50	9			
Tororo Cement price promotion has a significant impact on perceived product quality	%	7.1	44.5	11.4	17.1	20.0	3.0714	1.40724	Moderate
	Freq	5	31	8	12	14			
Tororo Cement Limited uses a penetration pricing strategy to increase customer purchasing abilities	%	8.6	42.9	12.9	20.0	15.7	3.0857	1.27112	Moderate
	Freq	6	30	9	14	11			
Tororo Cement Limited uses price penetration strategy to attain high sales growth	%	20.0	32.9	22.9	10.0	14.3	3.3429	1.30646	High
	Freq	14	23	16	7	10			
Tororo Cements' low price strategy increases sales volume consistently	%	30.0	31.4	20.0	8.6	10.0	3.6286	1.27599	High
	Freq	21	22	14	6	7			
Product value-based pricing strategy is used by Tororo Cements	%	31.4	48.6	10.0	7.1	2.9	3.9857	.98530	High
	Freq	22	34	7	5	2			
Tororo Cement conducts price promotion strategies to improve sales performance	%	12.9	48.6	10.0	15.7	12.9	3.3286	1.25942	High
	Freq	9	34	7	11	9			
<b>Average mean</b>							<b>3.2510</b>	<b>1.2363</b>	<b>High</b>

**Source: Fields Data (2025).**

Analysis from the above table 4.5 reveal that Tororo cement company limited practices pricing strategy where out of seven measures used four had a mean of between 3.2 and 3.9 which gave an overall mean average of 3.2510 and Sdt. Dev. Of 1.2363 indicating god levels of price strategy aspects are implemented.

Findings indicate that Tororo Cements adopted penetration pricing strategy (mean=3.34290, Product Value-based pricing strategy (mean=3.9857) which was the highest mean score. The results also indicated that Tororo Cement’s pricing promotion strategy enabled it to attain high sales which registered a mean score of 3.3286 and SD of 1.25942.

However the results further revealed that Tororo Cement price strategy of penetration pricing strategy to increase customer purchasing abilities had a moderate (Mean=3.0857and SD=1.27112).

Further still findings indicate some level of adoption of price discount strategy to increase

sales performance (mean=2.3143) being implemented by Tororo Cement Company limited but more needs to be done especially on value based pricing strategy if price strategy is to work better. Further still, the study revealed that price promotion to improve perceived quality was rated moderate with mean of 3.0714.

**The level of adoption of place strategy in Tororo Cement Company limited.**

In a bid to establish the perception of the respondents on place strategy, Respondents were asked some questions and were supposed to rate those with the highest being strongly agreed (5) and the least being strongly disagreed (1). The interpretation of the results is based on mean and S.D whose responses were computed and summarized in Table 6

**Table 4: 6 Descriptive statistics on Place Strategy**

Place strategy		SA	A	N	D	SD	Mean	Std. Dev	Comment
Some geographic locations where Tororo Cement (U)limited supplies its products, increase profitability margin	%	48.6	35.7	0	10.0	5.7	4.1143	1.18619	High
	Freq	34	25	0	7	4			
Tororo Cement has competitors in similar localities providing similar products which retard sales performance	%	12.9	48.6	10.0	15.7	12.9	3.3286	1.25942	High
	Freq	9	34	7	11	9			
Tororo Cement distributes its products to channel with high sales volumes	%	38.6	30.0	8.6	12.9	10.0	3.7429	1.35866	High
	Freq	27	21	6	9	7			
Tororo Cement use distribution channels which influence product availability	%	32.9	22.9	10.0	8.6	25.7	3.2857	1.61643	High
	Freq	23	16	7	6	18			
Tororo Cement used distribution channel located in urban areas to generate higher returns	%	42.9	25.7	4.3	20.0	7.1	3.7714	1.37442	High
	Freq	30	18	3	14	5			
Tororo Cement retail stores are far from customers which affect their purchase intention	%	28.6	32.9	7.1	10.0	21.4	3.3714	1.52440	High
	Freq	20	23	5	7	15			
Tororo Cement has warehouses	%	8.6	42.9	12.9	20.0	15.7	3.0857	1.27112	Moderate
	Freq	6	30	9	14	11			
<b>Average mean</b>							<b>3.5285</b>	<b>1.3700</b>	High

Source: primary data (2025)

Results in table 4. 6 above indicate that out of seven measures used to elicit the responses on place strategy put in place by Tororo Cement Company, six had mean score of between 3.2 to 4.1 meaning a good number of aspects of the place strategy were being implemented. The overall mean score of this variable was 3.5285 and Sdt. Dev. Of 1.3700 which rated high.

Results in table 4. 6 above indicate the respondents that agreed with the assertion that Tororo Cements (U) Ltd has warehouses where it stocks sufficient products to permit repetitive and continuous consumer purchase as registered (Mean = 3.0857, SD= 1.27112). Additionally, there was an agreement regarding opinions on the view that Tororo Cements (U) Ltd has competitors in similar localities providing similar products that retard sales performance (mean=3.3286and SD=1.25942). Further findings show that the majority of respondents supported the assertion that Tororo Cements (U) Ltd uses distribution channels that influence product availability (Mean= 3.2857, SD= 1.61643). Besides, it also shows that a mean response of was obtained regarding the assertion statement that Tororo Cements (U) Ltd' retail stores are far from customers which affect their purchase intention, and this was consistently revealed by respondents with a mean of 3.3714 (SD=1.52440). There was also an agreement to whether Tororo Cement used distribution channels in urban areas to generate high turnover (mean=3.7714, SD=1.37442). However on whether geographical locations used by Tororo cement company limited increase profitability, majority of the respondents disagreed with a mean of 4.1143and SD=1.18619 which was the highest t among all aspects of place strategies put in place by Tororo cement company limited. The findings indicate that some aspects of place strategy are in place at Tororo Cement Company limited however management may need to put more emphasis on warehouses(mean= 3.0857)as way of increasing the value addition for clients to access the products at their convenience.

#### **The level of adoption of promotion strategy in Tororo Cement Company limited.**

Respondents were asked many questions and were supposed to rate them with the highest being strongly agreed (5) and the least being strongly disagreed (1).

**Table 4: 7 Descriptive statistics on Promotion strategy.**

<b>Promotion Strategy</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Comment</b>
Tororo Cement Limited conducts public relations to create interest and brand awareness	%	27.1	24.3	4.3	20.0	24.3	3.8571	1.27729	High
	Freq	19	17	3	14	17			
Tororo Cement Limited uses online promotional strategies to positively influence sales performance	%	28.6	34.3	8.6	20.0	8.6	3.5429	1.32628	High
	Freq	20	24	6	14	6			
Tororo Cement Limited uses direct marketing strategy to sell its products thereby increasing sales performance	%	30.0	32.9	8.6	15.7	12.9	3.5143	1.40127	High
	Freq	21	23	6	11	9			
Tororo Cement Limited conducts sales promotions strategy such as	%	20.0	24.3	15.7	22.9	17.1	3.0714	1.40724	Moderate
	Freq	14	17	11	16	12			

advertisement which influences sales volume									
Tororo Cement Limited uses advertising strategy to increase brand loyalty	%	7.1	44.3	11.4	17.1	20.0	3.6286	1.27599	High
	Freq	5	31	8	12	14			
Tororo Cement Limited uses personal selling in a bid to increase its profits	%	20.0	32.9	8.6	15.7	22.9	3.6286	1.01429	High
	Freq	14	23	6	11	16			
Tororo Cement Limited promotes its products by offering price discounts and coupons	%	12.9	2.9	0.0	71.4	12.9	3.1000	1.58937	moderate
	Freq	9	2	0	50	9			
<b>Average mean</b>							<b>3.4775</b>	<b>1.32739</b>	<b>High</b>

The findings in table 7 indicated that Tororo Cement had good promotional strategies. The promotion strategy registered the high mean score of 3.4775 with a standard deviation of 1.32739.

Besides that, the findings generally indicated that there was a high perception of the issues that were considered in the study concerning the adoption of promotional strategies as five out of seven measures used had an average mean score above 3.5.

Furthermore, the findings revealed that Tororo Cement conducted public relations which had the highest mean score (mean=3.8571 and Sdt.Dev=1.27729). It was also revealed that online promotional strategies were also adopted by Tororo Cement as one of the mechanisms to promote the products (Mean=3.5429 and SD=1.32628). The findings also indicated that advertising was one of the promotion strategies that were used by Tororo Cement with a mean of 3.6286 and SD=1.27599. Personal selling was also an aspect in place in Tororo Cement Company which was rated with a mean of 3.6286 implying that there was high level of personal selling strategy being implemented. Asked whether the company was using direct marketing to improve on sales performance, the majority were in agreement with a mean of 3.5143 indicating that this aspect was rated high. Asked whether price discounts and coupons were used as a promotion strategy in Tororo Cement Company limited, there was mixed responses giving a mean of 3.1000 which was rated moderate implying it was moderately practiced. It can, therefore, be observed that the findings in reality indicated that promotion strategy was the highly applied in Tororo Cement limited as one of the strategies to create awareness, build customer loyalty and increase market share.

To supplement the above findings a number of top managers were interviewed and this is what one of them had to say on promotion strategy:

*We have embarked on promotional activities in partnership with telecommunication companies and mainstream media. We are offering competition prices where any person who buys from us goods stands a chance of winning a jack pot price depending on the type of promotion running. I can assure you, before, this campaign, very few customers used to purchase from us , but currently we have more buying from us than before (Respondent D, , 16th January 2025)*

Another respondent had this to say of promotion strategy:

*Yea, what can I say, there have been good and bad times in the past five years. The good times made us realize good sales performance because we introduced a promotional strategy that attracted most customers and caused customer satisfaction and loyalty. However, some of the bad times was when we lost some of our key performing employees to our competitors (Respondent A , 16th January 2025).*

#### **4.4.0 Pearson's Bivariate Correlation.**

Bivariate correlation reveals how one variable stands in relation to another. Its scores vary from 1 to -1. Bivariate correlation score of 1 shows a strong progressive correlation; while -1 indicates a strong undesirable correlation. Bivariate correlation score of zero shows absence of interrelatedness between variables. In order to establish the correlation between the diverse constructs of marketing strategy and Sales performance in Tororo Cement Company limited, Pearson's correlation was used.

#### **4.4.1 Correlation results.**

The study thought to examine the relationship between marketing strategies and the sales performance of Tororo Cement Company limited. Specifically, the focus was on establishing the relationship between product development strategy and sales performance, the relationship between price strategy and sales performance, the relationship between place strategy and sales performance and the relationship between promotion strategy and sales performance. In a bid to address these objectives, pear son's correlation was used and the findings are indicated in the table below.

**4.4.2 The relationship between product development strategy and sales performance.**

**Table 4:8. The relationship between variables.**

**correlations**

		Product Development Strategy	Sales Performance
Product Development Strategy	Pearson Correlation	1	.974**
	Sig. (2-tailed)		.000
	N	70	70
Sales Performance	Pearson Correlation	.974**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

*Source; Primary data (2025)*

**4.4.3 The relationship between product development strategy and sales performance.**

Findings in table from 4.10 above reveal that there is a high positive and significant relationship between product development strategy and sales performance at  $r = 0.974^{**}$ ,  $p$  value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when product development strategy is emphasized, sales performance is enhanced. Therefore, the management of Tororo Cement Company limited should emphasize product development strategy to improve on sales performance.

**The relationship between price strategy and sales performance.**

**Table 4:9. The relationship between variable.**

		<b>Correlations</b>	
		Sales Performance	Adoption of Price Strategy
Sales Performance	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	70	70
Adoption of Price Strategy	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Findings in table from 4.10 above reveal that there is a high positive and significant relationship between adoption of price strategy and sales performance at  $r = 0.983^{**}$ ,  $p$  value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when adoption of price strategy is emphasized, sales performance is enhanced. Therefore, the management of Tororo Cement Company limited should emphasize adoption of price strategy to improve on sales performance.

**The relationship between place strategy and sales performance.**

**Table 4:10. The relationship between variable.**

		<b>Correlations</b>	
		Sales Performance	Place Strategy
Sales Performance	Pearson Correlation	1	.984**
	Sig. (2-tailed)		.000
	N	70	70
Place Strategy	Pearson Correlation	.984**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Findings in table from 4.10 above reveal that there is a high positive and significant relationship between place strategy and sales performance at  $r = 0.984^{**}$ ,  $p$  value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when adoption of place strategy is emphasized, sales performance is enhanced. Therefore, the management of Tororo Cement Company limited should emphasize adoption of place strategy to improve on sales performance.

#### 4.4.5 The relationship between promotional strategy and sales performance.

**Table 4:11. The relationship between variable.**

		<b>Correlations</b>	
		Sales Performance	Promotion Strategy
Sales Performance	Pearson Correlation	1	.979**
	Sig. (2-tailed)		.000
	N	70	70
Promotion Strategy	Pearson Correlation	.979**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Findings in table from 4.10 above reveal that there is a high positive and significant relationship between promotion strategy and sales performance at  $r = 0.979^{**}$ ,  $p$  value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when promotion strategy is emphasized, sales performance is enhanced. Therefore, the management of Tororo Cement Company limited should emphasize on promotion strategy to improve on sales performance.

#### 4.4.6 Results on Regression Analysis.

Diagnostic tests were carried out before applying multiple regressions to test the overall model. The specific tests done are highlighted below

#### 4.4.7 Multi Linearity results.

According to Gliem (2015) a regression coefficient of more than 0.8 indicates serious multi linearity. The study recorded a regression between marketing strategies and sales performance in Tororo Cement Company limited than 0.8. This implies that multi linearity was not a serious issue

The findings of coefficient of determination and coefficient of adjusted determination are as shown in Table 4.12

#### 4:12. Multi regression

**. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.991 <sup>a</sup>	.982	.981	.17283	.982	903.523	4	65	.000

**a. Predictors: (Constant), Promotion Strategy, Place Strategy, Adoption of Price Strategy, Product Development Strategy**

The findings found out that coefficient of correlation R was 0.991 an indication of strong positive correlation between the variables. Coefficient of adjusted determination  $R^2$  was 0.981 which changes to 98.1% an indication of changes of dependent variable can be explained by (Product Development, Price strategy, Place strategy and Promotion strategy). The residual of 1.9 % can be explained by other factors beyond the scope of the current study

#### 4.4.6 Coefficients of Regression

The study used coefficient of regression to establish the individual influence of the variables to firm performance. The findings are indicated in Table 4.13.

**Table 4:13. Coefficients.**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.069	.087		.794	.430
	Product Development Strategy	-.361	.171	-.350	-2.109	.039
	Adoption of Price Strategy	.773	.179	.706	4.328	.000
	Place Strategy	.430	.076	.450	5.679	.000
	Promotion Strategy	.181	.106	.190	1.703	.093

**a. Dependent Variable: Sales Performance**

Coefficients of regression were used in the study to determine the direction and extent of effect of independent variable on the dependent variable using  $\beta$  (Beta values). The analysis in the table above reveals that price strategy is the greatest contributor to sales performance with a Beta value of 0.706 at  $p=0.000$  level of significance. This implies that price strategy has a

positive and significant effect on sales performance.

Analysis in the table above further reveals that place strategy is the second contributor to sales performance in Tororo Cement Company limited with a Beta value of 0.450 at  $p=0.000$  level of significance. This means that place strategy is the second contributor to sales performance. The findings further reveal a positive and significant effect of promotion strategy on sales performance.

Analysis in the table above still reveals that promotion strategy is the third largest contributor to sales performance with a Beta value of 0.190 at  $p=0.093$  level of significance. This implies that promotion has a positive and significant effect on sales performance.

Analysis in the table above further still reveals that product development strategy is the least contributor to sales performance with a Beta value of -0.350 at  $p=0.039$  level of significance. This implies that product development has a negative but significant effect on sales performance.

## CHAPTER FIVE

### SUMMARY AND DISCUSSION OF FINDINGS

#### 5.0 Introduction

This chapter discusses findings regarding research objectives about the relationship between product, price, place, and promotion against sales performance at Tororo Cements Uganda Limited. The chapter also gives a conclusion and recommendation for improvements and further research.

#### Summary of the findings.

##### 5.1.1 Status of Sales performance.

From the descriptive statistics, an overall mean of 3.091 and standard deviation of 1.3273 which rated moderate indicating that there were some levels of sales performance achieved in Tororo Cement Company limited. However, the management of Tororo cement company limited may need to put more emphasis on how to improve on its market share improvement strategy which had moderate mean and further still put more emphasize on building customer loyalty if sale performance was to improve since it was also rated moderate. This in agreement with, Kumar and Gupta (2016) defined sales performance as a multidimensional construct that reflects how effectively a sales force achieves its goals and contributes to overall organizational success. It should be viewed within the broader context of marketing strategy, where sales efforts align with promotional activities to maximize impact (Ahearne et al., 2014). Moreover, Ingram et al. (2015) emphasized that sales performance should be evaluated from multiple perspectives, including individual salesperson performance, team dynamics, and organizational support systems.

The further agrees with other authors such, (Indeed Career Guide, 2022) who posits that sales performance of a company is a constituent of overall performance of the company. It represents a goal a company pursues to reach at a particular time, defined in terms of product quantity or its monetary equivalent. Sales performance defined in terms of product quantity or units refers to sales volume while sales performance defined in terms of monetary value of goods is called sales revenue. Customers that receive value from company products are avenues for enhancing sales performance. Conversely, inability of a company's product to provide value to customers is a potential source of dwindling sales performance. Boosting company sales, therefore,

requires emphasizing the benefits buyers would derive from the products, conducting research on competitors' selling strategy in relation to such factors as pricing, value being offered to customers, and promotional techniques among others. A comparison between what competitors is doing, the value they are offering and the company's marketing strategies will enable the company to fill observed gaps in strategies.

### **5.1.2 Relationship between Product development strategy and Sales Performance.**

From the descriptive statistics, an overall mean of 3.1163 and standard deviation of 1.3262 which rated high indicating that there were some levels of product development strategy was being implemented in Tororo Cement Company limited in moderate levels. This was in agreement with inferential statistics where an  $r=0.974$  at  $p=0.000$  was obtained indicated that product development strategy had significant positive relationship with sales performance. However, the management of Tororo Cement Company limited may need to put more emphasis on aspects such as appealing product packaging, enhance customer loyalty strategy, develop strategy to build product brands and also build strategy to enhance product visibility while maintaining other aspects of product development strategy

### **5.1.3 Relationship between Price strategy and Sales Performance.**

From the descriptive statistics, an overall mean of 3.251 and standard deviation of 1.2363 which was rated high indicating that there were some levels of price strategies being implemented by Tororo Cement Company limited. However, the management of Tororo cement company limited may need to put more emphasis on price discounts and coupons and further still put emphasize on other aspects of price strategy such as penetration pricing, and perceived quality to improve on sales performance. The study indicated the Tororo cement company limited other aspects of price strategy were in place and may need to maintain it since they were rated high. Further still, the inferential statistics analysis indicated a positive and significant relationship between price strategy and sales performance with  $r=0.983$  at  $p=0.000$

### **5.1.4 Relationship between place strategy and Sales Performance.**

From the descriptive statistics, an overall mean of 3.5285 and standard deviation of 1.3700 which rated high indicating that there were some levels of place strategy being implemented in Tororo cement company limited. However, the management of Tororo cement company limited may need to put more emphasis on the warehouses to ensure customers conveniently access the products if sales performance is to improve, which had moderated the management

may need to maintain other aspects of place strategy that are in place. The inferential statistics also indicated that place strategy had a positive and significant relationship with sales performance with  $r=0.984$

#### **5.1.5 Relationship between promotion strategy and Sales Performance.**

From the descriptive statistics, an overall mean of 3.4775 and standard deviation of 1.33273 which rated high indicating that there were some levels of promotion strategy being implemented in Tororo cement company limited. The management of Tororo Cement Company limited may need to maintain aspects such as public relations, increase on advertisement and also improve on online promotions to improve on sales performance. However, the management of Tororo cement company limited need to put more emphasis on how to improve on promotion of products by offering price discounts and coupons which was rated moderate to ensure sales performance improves further. The findings from the inferential statistics indicated that there was a significant relationship between promotion strategy and sales performance with  $r=0.979$  at  $p=0.000$

#### **5.2.1 Discussion of the major findings.**

#### **5.2.2 Relationship between Product development and Sales Performance.**

Objective one of the study was to establish the relationship between product development strategy sales performances at Tororo Cement limited. The findings revealed that the product development strategy has a positive but insignificant relationship with sales performance  $r=0.974$  at  $p=0.000$ . This implied that there was no statistical evidence to conclude that any effort taken to adopt a product development strategy would lead to an increase in sales performance. Although perception has it that product quality improves sales performance, it was not the case with Tororo Cement. These findings are in agreement with, George & Erustus, (2022) who posits that product development is considered a critical factor for the success of new product initiatives When executed correctly, it can significantly enhance market share, profitability, and the long-term sustainability of an organization. It involves practices that enable companies to create high quality, viable products that meet market demands and deliver value to both customers and the business itself. Namusonge et al. (2017) argue that effective product development practices positively influence sales performance. Many products fail quickly due to issues like inadequate market analysis, poor design, regulatory challenges, untested market assumptions, and delays in market entry.

The findings from the above study on perceived product quality are also in agreement with, Nirusa (2017) who investigated the role of perceived product quality as a mediating factor. A survey of 105 businesses was conducted. It was revealed that there was a correlation between organizational capability and perceived product quality and sales performance.

Product development strategy has a significant effect on perceived product quality, defined as an assessment that customers have about product excellence (Poh, Ghazali, & Mohayidin, 2011). In line with Flynn et al. (2018) quality is an important element in the design and manufacture of products which are considered superior to those of competitors. According to Zigmond (2010), customers increasingly expect products to be of high quality. Hence, product quality is often considered to contribute to the development of a firm's competitive advantage. Product quality is the extent to which a product succeeds to meet the needs of its customer and hence a product development strategy must be focused on such (Hong & Hai, 2018).

### **5.2.3 The relationship between Price strategy and Sales Performance.**

The study results indicated that Tororo Cement Company Limited adopted penetration pricing, Product Value-based pricing strategy, price promotion strategies, price discount strategy, lower prices market segments, bonus packs and providing free samples to spur sales performance. The findings also revealed that there is a positive relationship between price strategy and sales performance  $r = 0.983^{**}$ ,  $p \text{ value} = 0.000$

The study findings revealed that Tororo Cement sets its product price using the following measures: perceived quality, penetration pricing, low price promotion pricing, price offering discount and coupons. The findings are agreement with, Hamed and Farideddin (2016) in their study on the effects of promotion on perceived quality and repurchase intention found out those price strategies had a significant impact on perceived product and sales performance.

The above findings are in agreement with, Kar (2019), who carried out a study on various pricing strategies that exist, such as value-based pricing strategy, competition-based pricing strategy, cost-based pricing strategy, flat rate pricing strategy, discount pricing strategy, bundle pricing strategy, skim pricing strategy, penetration pricing strategy, and cooperative pricing strategy. Still further the study is in line with, Goodie Okio (2022) further suggests that pricing strategies are linked to an organization's sales performance, particularly in the context of

businesses operating in the manufacturing sector. According to Kar (2019), there is a connection between adopting a value-based pricing strategy and the ensuing effect on sale performance.

The findings from the above study are still in line with, Singh and Gupta (2023) who posits that pricing Strategies explore how different pricing strategies influence consumer purchasing decisions. Their research shows that competitive pricing, particularly during sales events, plays a crucial role in attracting customers. By offering discounts and promotions, companies can create a sense of urgency and value for consumers, driving higher foot traffic and increased short-term sales. Moreover, pricing strategies that reflect market trends and consumer expectations can help brands position themselves competitively, enhancing both customer attraction and retention. The study highlights the importance of pricing as a central element of marketing strategies in driving customer behavior and boosting sales performance

Still further the findings from the study above are in agreement with, corporate profitability, according to Deonir, et al (2017), who investigated pricing strategies and levels and their effect on corporate profitability. The use of value-based pricing has been shown to increase a company's performance. In another study, Perminus and Wilson (2017) investigated the effect of penetration pricing on insurance company profitability in Kenya. It has been discovered that penetration pricing and firm profitability have a positive relationship.

#### **5.2.4 Relationship between Place strategy and Sales Performance.**

The study results in chapter four indicated place strategy had a major contribution to the sales performance of a firm. This was indicated in the  $r = 0.984^{**}$ ,  $p \text{ value} = .000$  which implied that if a firm increases its effort to adopt place strategy, it would have increased in sales performance. Although Tororo Cement had poor distribution strategy channels located in both urban and rural areas still it indicated that the little effort it had invested in improving the place strategy always boosted its sales performance.

This is in disagreement with Wren (2007) who found out that distribution is the process of making a product or service available for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries would reduce on sales performance. Findings revealed Tororo Cements Uganda limited uses store design and it has a positive effect on consumer purchase and sales volume and the use of attractive stimuli such

as music has an influence on customers. This is in line with Mowen and Minor (2004) who ascertained that store design has a positive effect on consumer purchase decisions hence increase in sales. Related to these findings is the interview responses who pointed out those customers have a lot they gain when the company has a place of storage, distribution, and marketing.

The above findings are in agreement with, Harsono (2017), who posits stated that place strategy plays a fundamental role in the marketing mix of a product or service. Place strategy outlines how and where a company will place its products and services in an attempt to gain market share and consumer purchases. This component of the 4Ps is sometimes referred to as the distribution strategy and may include stores, both physical and online, and any other means by which the company can reach customers (Harsono, 2017).

According to Nguyen, McCracken, Casavant, and Jessup (2011) findings revealed that ownership and geographic location has a significant influence on the profitability of a firm (Nguyen et al., 2011). Hence the geographical atmosphere plays a very important role on sales performance. Retail stores located far away from their customers harm their purchase intention. This in agreement with Revino, Silvya, and Christoffel (2015) who conducted research on the effect of distribution channel sales volume and findings indicated that distribution channels had a positive and significant impact on sales volume.

Further still the findings, show that proper placing of the products as done by the Marketing department helps to establish and enrich the distribution channel control to manage sales maximization through proper distribution processes. The creation of the distribution chain was necessarily created to: analyze consumer needs, determine the distribution chain objectives and possible obstacles to achieve them and identify the key distribution chain alternatives and assess these alternatives (Rowley, 1998).

Results portrayed those consumers obtain Tororo Cement products from three main places and these are Company warehouse, Wholesale and retail shops across the country. The location of retail stores far from customers has a negative effect on their purchase intention, the geographic location has a significant influence on profitability and the close location of

organizations selling similar products affects performance. These statements are similar to studies Hansen and Solgaard (2004) retail stores located far away from their customers harm their purchase intention.

### **5.2.5 Relationship between Promotion strategy and Sales Performance.**

The study revealed that the promotion strategy has a positive significant relationship with sales performance ( $r = 0.979^{**}$ ,  $p \text{ value} = .000$ ) It was revealed that Tororo Cement product promotion strategy to increases sales performance. This is in line with Rowley (1998) advertising is a promotion strategy used by organizations to inform, remind and persuade customers to purchase a product. It is also used to present products, ideas and reach targeted customers. In line with these findings, is opinions expressed during interviews with management Tororo Cement Limited? In the interaction, one of the respondents

These findings hence show that when the promotion is properly done, for instance through advertising it sets ideas that help to inform customers about new products and helps to reduce barriers between customers and Tororo Cement thus improving its sales performance. Thus, sales promotion /practices at Tororo Cement are directed to the user (public relations, sales promotions online promotions, brand loyalty promotions, price discounts and coupons, to increase sales performance. These findings are in agreement with Amusat and Ajiboye (revealed that sales promotion activities such as bonuses, coupons, free samples, price promotion, and premiums affect sales volume.

Additionally, Shah and Krishnan (2017) further explained that advertising fosters consumer engagement, mainly through digital platforms where brands can establish dialogue with consumers. Keller (2016) also emphasized that effective advertising differentiates a brand in competitive markets, enhances consumer engagement, and influences purchasing decisions which was in agreement with above findings.

The findings from the above are in agreement with, Baker and Hart (2018 who posits that personal selling is a key strategy for enhancing customer engagement and driving sales performance in the food industry. The authors emphasize that personal selling facilitates direct, face-to-face communication between sales representatives and customers, allowing for a

personalized approach that addresses individual needs and preferences.

Further still, the findings concur with, Mason and McCarthy (2016) who mentioned that face-to-face interactions (personal selling) facilitate a deeper connection between salespeople and potential customers, which is vital for effective communication. Additionally, Jain and Gupta (2015) mentioned that face-to-face interactions allow sales professionals to connect with customers personally, which is crucial for understanding their needs and concerns. This personalized approach fosters a deeper level of engagement, making customers feel valued and understood. Additionally, Schwartz and McMahon (2016) asserted that personal selling is essential for enhancing customer engagement, loyalty, and sales outcomes in the competitive food industry.

Further still, still the above findings are in agreement with, Wilcox and Cameron (2016) mentioned that an effective public relations campaign can articulate the unique benefits of services, using targeted messaging to reach specific audiences. Equally, Duncan and Moriarty (2017) described public relations as a strategic process that fosters relationships with key stakeholders. This strategic approach involves two-way communication to address stakeholder needs and perceptions, as highlighted by Grunig and Hunt (2017). Such engagement enhances the effectiveness of promotional campaigns by ensuring consistent and impactful messaging (Smith, 2017).

Additionally, Broom and Sha (2019) argued that public relations are vital to the marketing mix, as they enhance brand visibility and credibility through strategic communication efforts. One of the key functions highlighted is relationship building; effective public relations foster strong connections between food brands and their stakeholders, including consumers, media, and community members.

Another researcher, Ragas and Culp (2017) discussed is enhancing consumer engagement. The authors highlight those effective public relations strategies utilize social media platforms to create interactive and meaningful dialogues with consumers. Furthermore, González and Acedo (2016) emphasized that effective public relations strategies are crucial for maintaining and enhancing a food brand's reputation, especially in an industry where consumer trust is vital. Harrison (2017) highlighted that good public relations practices focus on transparency and accuracy, which helps build strong client relationships. By sharing trustworthy

information, public relations build credibility and keep clients engaged, making them more likely to stay interested in the services provided

The effect of promotion on perceived quality and repurchase intentions was examined by Hamed and Farideddin (2016). A descriptive survey methodology was used in the analysis. A simple random sampling was used to choose a group of 230 coffee shop patrons from five different districts in Isfahan. Price advertising has been shown to have a significant impact on the perceived quality of a product or service. The effect of price promotion strategies on manufacturing sales performance was studied by Bingqun et.al (2016). Pricing promotion tactics have an effect on sales performance, according to the findings hence in agreement with the above findings.

## **CHAPTER SIX**

### **CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Introduction**

This chapter presents conclusions and recommendations of the study based on the study objectives.

#### **6. 2.0 Conclusions.**

##### **6.2.1 Relationship between Product development strategy and Sales Performance.**

Based on the findings it can be concluded that product development strategy does not have a significant positive impact on sales performance and was the least contributor to sales performance. However, packaging influence and perceived quality contribute more to sales performance while high quality strategy, brand loyalty research of physical product and branding contribute moderately to sales performance of Tororo Cement Company limited.

##### **6.2. Relationship between Price strategy and Sales Performance.**

It was concluded that price strategy has a significant relationship with sales performance. Therefore, the use of pricing strategies increases sales performance in Tororo cement company limited. Price promotions influences customer's perception towards product quality, penetration pricing influences purchase intention and low pricing strategy motivates the buyers for short term and value-based pricing has a positive effect on sales volumes however moderately they were all rated.

##### **6.2.3 Relationship between Place strategy and Sales Performance.**

The study concluded that Tororo Cement company sales performance was influenced by geographical locations of the supplies, channel selections, retail locations and warehouses in different locations. The use of use such attractive stimuli in their work environment and also during promotion influences customer's perception and increase sales. Increase their distribution channels in urban areas thus influence product availability hence more sales for Tororo cement company.

#### **6.2.4 Relationship between Promotion strategy and Sales Performance.**

Tororo Cement uses advertising to present products and ideas hence increase sales, online marketing also has a positive influence on sales performance and direct marketing increases profit. Also, Tororo Cement uses sales promotion to create interest, brand awareness and increase brand loyal, advertising has increased sales. Tororo Cement Company limited also uses personal selling and publicity and price discounts and coupons to boost sales performance.

#### **Recommendations.**

##### **6.3.1 Relationship between Product development strategy and Sales Performance.**

It is recommended that due to high competition in the market, Tororo Cement Company limited should put more emphasis on high quality product strategy increase its efforts on brand loyalty, enhance physical product research, and work on branding strategy if sales performance is to improve. However the company can maintain its packaging strategy and the perceived quality strategy for better firm sales performance.

##### **6.3.2 Relationship between price strategy and Sales Performance.**

Tororo Cement Company Ltd should use price promotional strategies to improve on its sale performance. The study recommends the management of Tororo cement company limited put more emphasis on price strategies such as uses penetration pricing, low pricing strategies to tap the virgin markets where competitors have not ventured into. The management may also consider putting much more emphasis on product value-based pricing strategy to increase product adoption.

##### **6.3.3 Relationship between place strategy and Sales Performance.**

The study recommends that Tororo Cement should use attractive stimuli in their work environment and also during promotion hence influencing customer's perception and increase sales performance. The management of Tororo Cement Company limited needs to put more emphasis on geographical locations of its supplies to ensure continuous supplies, modify its distribution strategy to counter competitors and have a competitive advantage. The

management also needs improve on channel selection to reduce on supply disruptions. On warehouses, the management may need to increase the warehouses in both rural and urban areas if supply of products must run uninterrupted hence influencing product availability.

#### **6.3.4 Relationship between promotion strategy and Sales Performance.**

Tororo Cement should use all the promotional mix strategies to increase direct contact with customers. The company had in place some of the promotional mix strategies such as regular promotions, online presence, personal selling, direct marketing, price discounts and coupons and public relations to promote their products. Through this, they were able to have direct interaction with their customers hence know what their customers need and want. Price discounts and coupons was highly implemented hence management can maintain it to encourage customers to buy products and services. However, management may need to put much emphasis on regular promotions, personal selling, direct marketing and brand loyalty drives to increase customer contacts for better information dissemination about company products.

#### **6.4 Limitations and Delimitations.**

First, the researcher analyzed only four indicators (variables) that are believed to have significant influence on sales performance. Other variables not covered in this study which could be influential but in a more or less significant manner were not analyzed because of the limited finances and time frame of the study.

Secondly, whereas the response rate seemed to be good there was a great delay in returning of the responded-on questionnaires from the respondents which also led to the delay in carrying out the data analysis. The researcher overcame this by re-scheduling the visits by research assistant with the respondents such that all the questionnaires are collected.

Thirdly, the response rate for the questionnaires was poor because the respondents feared the researcher could go against the ethical principal of anonymity. The researcher explained to the respondents that the research was purely for academic purposes

Lastly, the researcher anticipated a problem of collecting reliable data from respondent due constant changes in the marketing land scape. However, the researcher tried to remain focused and in contact with the changing trends in order to remain relevant.

**Areas for further Research.**

1. Further studies may be carried out on the effect of Advertising strategy on sales performance.
2. Further studies may be carried out on the effect of people, physical evidence and processes on sales performance
3. Still further studies can be carried out marketing mix and profitability of manufacturing firms.

## APPENDIX I

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## APPENDIX II

### QUESTIONNAIRE FOR TORORO CEMENT COMPANY LIMITED STAFF

I am **WAKI DAN**, student pursuing a Master's Degree of Business Administration and Management at Uganda Christian University. I am carrying out a study on "Marketing Strategies and Sales Performance of Private Firms in Uganda: A Case Study Tororo Cement Limited". I am requesting you to read the given questionnaire and answer the questions that follow. The information you give will be treated confidentially and be used for academic purposes only.

Your cooperation will be highly appreciated.

*Please answer every question by using either a cross(x) or tick (✓) in the option that applies.*

**Section I: Respondent's Demographic Information**

Please tick the most appropriate answer (√/)

- 1. Gender: A) Male  B) Female
  
- 2. Age
  - A) 25 and below  B) 26-30yrs  C) 31-35yrs
  - D) 36-40yrs  E) 40yrs and above
  
- 3. Education level
  - A) Certificate  B) Diploma
  - C) Degree  C) Masters  D) PhD
  
- 4. Length of service at Tororo Cements (U)limited
  - A) Less than one-Tororo Cement  B) 2-5 Tororo Cements
  - C) 6-10 Tororo Cements  D) 11 Tororo Cements and above
  
- 5. Department you work in at Tororo Cement
  - A) Marketing  B) Finance  C) Management
  - D) Production  E) Others
  - D) Any other please specify.....

For sections II to IV; Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guidelines. 5= Strongly Agree 4- Agree, 3= Neutral, 2 =Disagree, 1= Strongly Disagree

**Section II: Relationship between Product Strategy and Sales Performance at Tororo Cement (U) Ltd**

	<b>Product development strategy</b>	1	2	3	4	5
1	The product development strategy aims at producing quality.					
2	Product development strategy grants customer loyalty.					
3	At Tororo Cement, product development strategy aims at enhancing the product's physical appearance.					
4	Tororo Cement's product development strategy provides packaging.					
5	Tororo Cement factory products possess perceived quality.					
6	Tororo Cement's product development strategy builds product branding.					
7	Does Tororo Cement product development strategy have a strong positive influence on its profitability					
8	Tororo Cement product development strategy provides for product visibility.					

**Section III: Price Strategy and Sales Performance at Tororo Cements (U) Ltd**

	<b>Price Strategy</b>	1	2	3	4	5
1	Tororo Cements (U)Limited uses a penetration pricing strategy to increase customer purchasing abilities					
2	Tororo Cement's price penetration strategy to attain high sales growth					
3	Tororo Cements' low price strategy increases sales volume consistently					
4	Product value-based pricing strategy is used by Tororo Cement					
5	Tororo Cement conducts price promotion strategies to improve sales performance					
6	My company uses a price discount strategy to increase sales performance					
7	Tororo Cement price promotion has a significant impact on perceived product quality					

8	Tororo Cement uses price discounts and free samples to spur sales performance					
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**Section IV: Place Strategy and Sales Performance at Tororo Cements (U) Ltd**

	<b>Place strategy</b>	1	2	3	4	5
1	Tororo Cement has warehouses.					
2	Tororo Cement has competitors in similar localities providing similar products which retard sales performance					
3	Some geographic locations where Tororo Cement (U)limited supplies its products, increase profitability margin					
4	Tororo Cement distributes its products to channel with high sales volumes					
5	Tororo Cement use distribution channels which influence product availability					
6	Tororo Cement uses attractive stimuli such as music to influence customers buying decisions					
7	Tororo Cement used distribution channel located in urban areas to generate higher returns					
8	Tororo Cement retail stores are far from customers which affect their purchase intention					

**Section V: Promotion Strategy and Sales Performance**

	<b>Promotion Strategy</b>	1	2	3	4	5
1	Tororo Cement conducts public relations to create interest and brand awareness					
2	Tororo Cement uses online promotional strategies to positively influence sales performance					
3	Tororo Cement promotion strategy markets its products thereby increasing sales performance					
4	Tororo Cement conducts sales promotions strategy such as advertisement which influences sales volume					
5	Tororo Cement promotion strategy increases brand loyalty					
6	Tororo Cement (U) limited promotes its product in a bid to increase its profits					
7	Promotion strategies via media give Tororo Cements (U)limited a competitive edge in the bakery industries					
8	Tororo Cement promotes its products by offering price discounts and coupons					

**Section VI: Sales Performance**

	<b>Sales Performance</b>	1	2	3	4	5
1	Tororo Cement industry's market share is increasing per annum					
2	The market share is above the industrial average					
3	Tororo Cement's sales volume increase gradually per annum					
4	Tororo Cement industry does not struggle to increase its market share					
5	Tororo Cement sales force works hard to maximize its sales performance					
6	Our company has high profitability margins every year					
7	Customer loyalty has enhanced consistent profitability					
8	Our industry has the highest market share in the industry					

***“THANK YOU”***

### **APPENDIX III:**

#### **INTERVIEW GUIDE FOR MANAGEMENT**

What marketing strategies are applied by Tororo Cement limited?

What relationship exists between product strategy and sales performance at Tororo Cement Limited?

What is the relationship between price strategy and sales performance at Tororo Cement Limited?

What is the relationship between place strategy and sales performance at Tororo Cement Limited?

What is the relationship between promotion strategy and sales performance Tororo Cement Limited?

What can be done to improve the sales performance Tororo Cement Limited?

***“THANKS FOR YOUR COOPERATION”***

APPENDIX C: INTRODUCTION LETTER

# TORORO CEMENT LIMITED

**REGISTERED OFFICE & FACTORY:**

P.O. Box 74, Tororo, Uganda.

Tel: +256 (352) 512500 (PBX)

Fax: +256 (352) 512517

Email: [tcl@tororocement.com](mailto:tcl@tororocement.com)

**MALABA-(Clearing & Forwarding)**

Tel: 0392 175761

: 0754 790173/187



**KAMPALA MARKETING OFFICE:**

P.O.Box 22753 Kampala

Tel: +256 (414) 250065 / 71

+256 (393) 260183 / 184

Fax: +256 (414) 344564

**GODOWN 6th Street**

Tel: +256 (758) 645153

**NAMANVE GODOWN**

Tel: +256 (758) 645152

Our Ref: **TCL/MUC/OI2**

Your Ref:

Date: **20/06/2024**

**Mr. Waki Dan**

I have the honour to let you know that permission has been granted to conduct your research on a topic titled " *Marketing Strategies and Sales Performance of Private Firms in Uganda*". You're going to work closely with the staffs in the marketing department.

The department will offer you the necessary support required in order to achieve your objective.

Yours



Wamale Lawrence

**ASSISTANT MARKETING MANAGER**

**APPENDIX II: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION**

<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

**Note:** "N" is population size  
 "S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., 1970 "Determining Sample Size for Tororo Cement Limited t, 1970



# UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

## DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 20<sup>th</sup>-09-2025

Name of Candidate: WAKIDAN Reg. No: SI8/MUC/MBA/012

Title of Dissertation: **MARKETING STRATEGIES AND SALES PERFORMANCE OF PRIVATE FIRMS IN UGANDA: A CASE STUDY OF TORORO CEMENT LIMITED**

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	The table of contents format where chapters are indicated as sub titles with the table is not attractive I would recommend using a different format.	A different format used	See references
2	The arrangement of the literature review and numbering should be addressed	Literature review worked on and the numbering addressed.	Pages 12 to 33.

SN	COMMENTS BY EXAMINER	INTERNAL	ACTION TAKEN	INDICATOR
1	Abstract, Declaration, Acknowledgement, Table of contents, List of Tables, Figures, appendices. Acronyms and abbreviations are all well captured in the document. However, the list of figures is missing	Dedication,	List of figures added	Numerical xi
2	The candidate does not present highlights of the gaps per reviewed objective as well as the general summary of the literature. The lack of the research gaps means the study is not worth being conducted.		Gaps were identified and addressed.	Page 14 and 27
3	This section (Chapter three) is fairly presented but in many areas is still in proposal form. Besides, it needs to be revisited to address the research tools while the validity and reliability areas need attention as the is no determination of validity and reliability section hinges on made up statements with a total disconnect from the questionnaire and the results		This was observed even with the external supervisor, however, the highlighted areas were well looked at in the final report.	Page 33

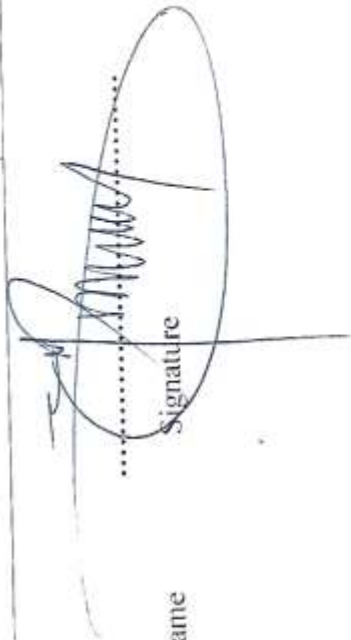
SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	Chapter Four: The researcher had conducted regressions before running correlation matrices.	Correlation matrices have been included in the final work.	Check Chapter Four.

3	The research design should be looked into	The research design was addressed.	Chapter three page 35
4	Standardize formatting across all chapters, including headings, table and figure numbering, and spacing.	Successfully handled as directed.	Crosscheck table of content on romans (v)
5	Review references list and in text references as per comments in the dissertation	References reformatting was addressed	Appendix
6	Correct referencing inconsistencies and apply APA citation style uniformly throughout the document	APA citation style was clearly aligned and greatly improved as the supervisors comment	Pages 78-87
7	Provide more reflective and actionable recommendations in Chapter Six	At first, recommendations were generalized but given the guide raised by external supervisor, these were clearly expounded and were made based on the study objectives	Pages 75 of the final document.

2	The team noted that, the researcher's total for the Beta value obtained was more than 100%. he was thus tasked to recalculate.	Recalculations were done and confirmed that the overall total for beta value obtained is 0.974 nor more than 100.	Page 65
3	The researcher had based on the mean and standard deviations to make conclusions. The team noted that, it is only the beta values that are used for making conclusions.	Conclusions basing on beta values obtained were done for all the independent variables.	Page 65

**WAKI DAN**

Candidate's Name

.....  
  
 Signature

**Henry Omache**

Supervisor's Name

Signature

*Henry Omache*