MARKETING RESEARCH AND SALES PERFORMANCE OF LOCAL IRON AND STEEL INDUSTRIES IN UGANDA:

A CASE STUDY OF STEEL AND TUBE INDUSTRIES LTD

BY

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OCTOBER, 2019

DECLARATION

I, Masudi Ndizeyi, hereby declare that this dissertation entitled ***"Marketing Research and Sales performance of Local Iron and Steel Industries in Uganda: A Case Study of Steel and Tube Industries Ltd"*** is my original work and has never been presented/submitted nor published in any other institution for any award.

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APPROVAL

This is to certify that this dissertation titled ***"Marketing Research and Sales performance of Local Iron and Steel Industries in Uganda: A Case Study of Steel and Tube Industries Ltd"***, carried out by Masudi Ndizeyi is now ready for submission to the examination Board of Graduate School in partial fulfillment of the requirements for the award of Master of Business Administration with our approval as University Supervisors.

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DEDICATION

I dedicate this dissertation to the Allah who always blesses me in all my endeavors who blesses me always.

To My Father; Mr. Sabiit Samuel, my Mum; Mrs. Nkuranga Victoria and my brothers; Nshuti Fabiano, Kasaija Emmanuel my Wife Alinaitwe Gloria My children Abigaba Salim and Ahurira Jannat and lastly to my friends; Emmanuel, Isaac, Jean Claude, and Twinomugyisha Fred.

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I further extend my sincere gratitude to my mother, daddy, my uncle, my brothers and my sisters for their guidance, support, and encouragement throughout my life. In the same vein, I recognize my children, daughter and son for their great contribution to my success in the academic arena. Blessed be you.

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ACRONYMS

SD.....Standard Deviation

STIL..... Steel and Tube Industries Limited

USA.....United States of America

ABSTRACT

The study was carried out to examine the effect of marketing research on the sales performance of local iron and steel industries in Uganda, taking Steel and Tube Industries Ltd as a case study. The study was guided by three specific objectives which were to; examine the influence of discovering potential customer needs on sales performance of Steel and Tube Industries Ltd, to examine the effects of competitors' analysis on sales performance of Steel and Tube Industries Ltd and to establish the effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd. A case study research design was used to conduct the study in order to provide in-depth study of a specific research problem. A sample size of 140 respondents from a target population of 151 was determined using Krejeie and Morgan (1970) table of sample size determination. Questionnaire and interviewing methods of data collection were used. Simple regression analysis was used to examine the extent to which the independent variables affected the dependent variable. Descriptive statistics such as mean and standard deviation were used to interpret results. The study found out that discovering potential customer needs positively influences the sales performance of STIL. It was also found out that customers' analysis also positively affects sales performance of STIL and lastly it was found out that recognizing new areas of expansion had a positive effect on sales performance of STIL. The study therefore concluded that despite the positive contribution of identifying potential customer needs, carrying out customer analysis and recognizing new areas on sales performance of STIL, there was still slow adoption and adhering to potential customer needs. STIL did not also adequately recognize new areas for expansion. The study also concluded that discovering potential customer needs is the highest predictor of sales performance of STIL. The study in this regards recommended that STIL should put in much emphasis on discovering new customer needs by adding more resources in Training managers so as to acquaint themselves with adequate marketing knowledge. The study also recommends that research and development department be set to carry out competitor analysis and also recognize new areas for expansion. STIL should also carry out benchmarking so as to improve the quality of their products against those of competitors which in return will increase sales performance. The study suggests that further research be conducted to examine the effect of financial distress sales performance of iron and steel firms in Uganda and to assess the extent to which marketing research influences the financial performance of local industries in Uganda.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study set out to examine the role of marketing research as a pathway to the sales performance of local Iron and Steel Industries in Uganda with specific focus on Steel and Tube Industries Ltd in particular. Therefore, this chapter presents the background to the study, statement of the problem, the purpose of the study, objectives of the study, research questions, scope of the study, the significance of the study, the definition of key concepts and the conceptual framework.

1.1 Background to the Study

The section presents the historical, theoretical, conceptual and contextual perspectives of the study as discussed below;

1.1.1 Historical Background

The concept of Market research today is considered the fundamental investment that enables businesses increase customer engagement and improve customer interactions with products. To trace the background of marketing research this study pointed to the earlier works that refer to ancient times to understand the evolution of marketing research and its contributions to the sales performance of Iron and steel industries.

The first documented instance of marketing research was in 1879 and was conducted by the advertising agency in USA (Starch, 1920). At that time, copywriters would write what they thought an ad should be, publish the ad, and then hope that readers would act upon the information provided (Dondofema, Matope & Akdogan, 2017). During the early 1930s, Daniel

Starch developed the theory that effective advertising must be seen, read, believed, remembered, and then acted upon. Soon after, he developed a research company that would interview people in the streets, asking them if they read certain publications. If they did, his researchers would show them the magazines and ask if they recognized or remembered any of the ads found in them. After collecting the data, he then compared the number of people he interviewed with the circulation of the magazine to figure out how effective those ads were in reaching their readers. Thus surveying or marketing research was born.

By the 1930s, the first courses on marketing research were taught in universities and colleges. Marketers, such as Paul Green, were instrumental in developing techniques such as conjoint analysis and multidimensional scaling, both of which are used in positioning maps, market segmentation, choice analysis and other marketing applications (Smith et. al., 2012). As time went on, many marketing research companies began to emerge and began following Starch's example and worked to improve his techniques. A man by the name of George Gallup developed a rival system that was known as the "aided recall" which prompted people interviewed to recall the ads seen in a publication, without actually showing them the ads. In the late 1980s, a man named Ronald Lindorf founded what would be the largest marketing research company in the United States, Western Wats. The focus of Western Wats was to leverage the current technology of W.A.T.S. telephone lines to conduct survey research. There was no longer a need to interview people on the streets or to organize and conduct focus groups. This greatly increased the number of surveys collected each year and again, improved the marketing research model tenfold.

In Asian continent marketing research was initiated by Burmah-Shell's needs for market research in the early 1950s, headed by Krishnaier Parameswaran. Marketing research in India

presented numerous challenges (that were overcome) because the operating environment was very different than in advanced countries.

Manufacturing existed in Africa before the colonial rule. However, the origin of marketing research in Africa can be traced to its supporting role in gauging the efficacy of advertising. Examination of the history of advertising leads to the conclusion that marketing research arrived in Africa in the decade of the 1950s.

In Ugandan Industry, marketing research is adapted to innovations in technology and the corresponding ease with which information is available. B2B and B2C companies are working hard to stay competitive and they now demand both quantitative ("What") and qualitative ("Why?") marketing research in order to better understand their target audience and the motivations behind customer behaviors. This demand is driving marketing researchers to discover new areas for expansion, carry out competitor analysis and discover customer needs.

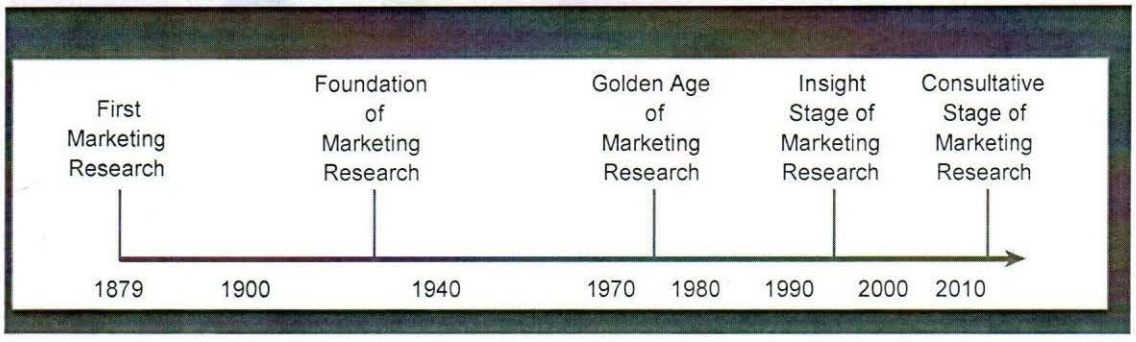


Figure 1: History of Stages Of Marketing Research

Steel & Tube Industries Ltd (STIL) was incorporated in 2003 and started with the bulk manufacture of steel tubes and plates. However, the consumer adoption process is the process by which individual consumers come to accept new products or brands for Steel and Tube Industries Ltd product is very low.

On the other hand, the history of the Steel Industry dates back to the ancient times in Armenia which is approximately around three thousand and five hundred Before Christ. History reveals that steel was discovered by China under the reign of Han dynasty (202 BC - 220 AD). Prior to steel, Iron was very much popular all over the world. The Chinese invented the steel because they found that steel was harder than the iron and they used it for making weapons. From China, the process of making steel came to India. A very good quality of steel was being used in southern India. The history says that around BC 100 steel was the major export from Asia. During the 9th century the Middle -East developed techniques to produce flexible and sharp products with steel (Jacob & Pramod, 2013).

Steel Industry in the modern times was initiated during the medium half of the nineteenth century (during the 1850s to be precise). The initiator of it was a person named Mr. Henry Bessemer of England (Buzan & Lawson, 2013). At the same time, another person named Mr. William Kelly, a resident of the United States, had also started the production of steel and was completely an independent approach from Mr. Bessemer. The process in which the first-ever production of steel was carried out came to be known as the Bessemer Process. This helped the steel industries to produce steel in large quantities and also at comparatively low costs (Mutambi, 2013).

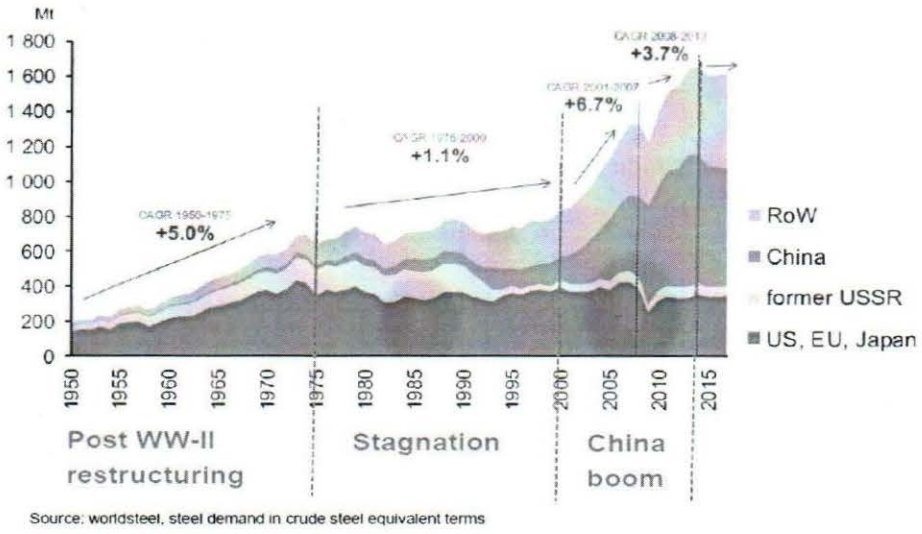


Figure 2: Evolution of Global Steel Demand, 1950 – 2016

1.1.2 Theoretical perspective

The study was guided by the resource-based view theory (RBV). The RBV takes an inside-out or firm-specific perspective on why organizations succeed or fail (Barney, Wright & Ketchen,2001). Resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991), make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior performance (Clulow, Barry & Gerstman, 2007). Resource-Based View (RBV) advocates using the company's internal resources, competencies, and capabilities while conducting marketing research as essential determinants of strategy to influence sales performance. This paradigm argues that differences in the firm's performance can be traced back to heterogeneous assets and capabilities owned by the company. RBV assumes that each firm has unique resources and capabilities (Fahy & Smithee, 1999). The growth of the firm is subject to the efficient use of the resources and deployment of capabilities. The RBV states that the firm's resources and capabilities determine its competitive advantage and firms that enjoy superior capabilities relative to their competitors have a significant advantage over competitors (Kumar, Liam & Kurt, 2001).

Within the resource-based view, marketing research as a resource based on the capabilities of staff to conduct it can lead to competitive advantage are those that are valuable and non-substitutable, from the point of view of customers, and unique and inimitable, from the point of view of competitors (Kozlenkova, Samaha, & Palmatier, 2014). The theory considers marketing research as a productive asset that must be owned by the iron and steel firm, whereas "capability" is the ability of the firm to efficiently exploit the resources, to manufacture products or develop services to achieve iron and steel manufacturing objectives (Corte, D'Andrea, & Del Gaudio, 2017). The intellectual capital or human resources are the skills and knowledge of its employees, and other knowledge-oriented assets to conduct the marketing research in a bid to realise the sales performance of iron and steel products.

Firms could compete through manufacturing by aligning manufacturing capabilities with competitive requirements of the market place through marketing research. Kozlenkova, Samaha, and Palmatier, (2014) suggested that a company needs to differentiate itself from its competitors on the basis of something valuable to the customer. The resource-based view is centered on the notion that most organizations consider themselves to be particularly good at some specific activities, but try to avoid head-to-head competition in others. The terms distinctive capabilities or distinctive competence are used to describe those unique aspects of operations through which the firm competes (Slack & Lewis, 2008). According to Kozlenkov (2014) the resource-based view may assist manufacturing to reach up to the leadership of strategy thus ensuring a firm's resources, capabilities and competencies are properly used as competitive weapons, offer lessons in the management of capabilities providing clear rules to develop, protect and leverage resources in a dynamic manner and finally to overcome major failures in implementation of world-class practices. The resource-based view may help a manufacturing strategy to better integrate the sources of strategic advantage within a coherent portfolio of optional capabilities (Corte, D'Andrea, & Del Gaudio, 2017).

1.1.3 Conceptual Background

Marketing research is the process or set of processes that links the producers, customers, and end-users to the marketer through information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process (Kozlenkova, Samaha, & Palmatier, 2014). Marketing research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications (McDonald, 2007).

Marketing research tends to identify the right product demanded in the market, the right people, the right place and the right way to distribute the desired product that is being demanded at the right time (Ibidunni, 2011). New product planning and sales performance process involve idea generation, which could be from the company's research and sales performance department. This is followed by the evaluation of the product ideas, designing, production testing and marketing of the products. Thus the main task of product planners is to identify specific customer's needs, usually through marketing research and aligning the company's resources and capability with the changing market demand. The eight most common marketing research activities, in order of importance, are the determination of market characteristics; Market share analysis; sales analysis; Competitive product studies; new product potential, short term forecasting and Study trend (Zaborek, 2015).

Aka and Kehinde, & Ogunnaike (2016) described marketing research as the study of all the problems relating to the transfer of goods and services from producer to consumer with the aim of producing practical answers consistent with accepted theoretical principles. Kotler (2006) further views marketing research as a systematic process of analysis, model building and fact

findings for the purpose of improved decision making and control in the marketing of goods (Song et al. 2007). Market research is concerned with measurement and analysis of the market, whereas marketing research is concerned with all those factors which impinge upon the marketing of goods and services, and so include the study of advertising, distribution channels, competitive products and marketing policies and the whole field of consumers' behavior. Market research is concerned specifically with markets, while marketing research is concerned specifically about marketing processes (Fang et al. 2014). The purpose of marketing research (MR) is to provide management with relevant, accurate, reliable, valid, and up to date market information. Competitive marketing environment and the ever-increasing costs which attribute to poor decision making require that marketing research provide sound information not based on gut feeling, intuition, or even pure judgment (Zaborek, 2015).

Managers make numerous strategic and tactical decisions in the process of identifying and satisfying customer needs. They make decisions about potential opportunities, target market selection, market segmentation, planning and implementing marketing programs, marketing performance, and control (Fang et al. 2014). These decisions are complicated by interactions between the controllable marketing variables of product, pricing, promotion, and distribution. Further complications as a result of uncontrollable environmental factors such as general economic conditions, technology, public policies and laws, political environment, competition, and social and cultural changes. Another factor in this mix is the complexity of consumers. Marketing research helps Marketing Managers to link the marketing variables with the environment and the consumers by removing some of the uncertainties. In the absence of relevant information, consumers' response to marketing programs cannot be predicted reliably or accurately (American Marketing Association, 2017).

Sales performance is measured in terms, an increase in export and import earnings, an increase in market share, and expansion with Branches County. Although the Ugandan iron and steel industry has been growing at unprecedented rates averaging from 20% and 30% per annum for imports and exports respectively between 2002 and 2006, due to the booming housing and construction sector in the region (URA, 2010), consumption of steel per capita currently stands at around 15 Kg/capita per annum in Uganda compared to 45 kg in Kenya. The world average consumption is close to 250 Kg which shows that our industry is still at its infancy stage in comparison with developed countries. Even with the very low annual per capita consumption (4.7 kg/year), the absolute steel demand in Ugandan estimated at a little over 140,000 mtpa remains well above the current actual steel production of 57,200 mtpa (MISSB, 2006). The existing steel industry would thus have to more than double both its liquid steel production and rolling capacity to cover just the local demand.

1.1.4 Contextual Perspective

The study context was Iron and steel industry in Uganda focusing specifically on Steel and Tube Industries Ltd. Iron and Steel industry is critical to an economy as oil. It is the center of manufacturing and industrialization. The country's ability to supply high-quality steel is a boost to the economy especially in a country that is gearing for high infrastructure sales performance, industrialization, manufacturing, and processing (Fang *et al.* 2014).

Steel & Tube Industries Ltd (STIL) was incorporated in 2003 and started with bulk manufacture of steel tubes and plates. Today, STIL is one of the leading manufacturers of steel products in the region however recent reports indicate a low sales performance inform of low market share and inability to expand the outlets.

It is anticipated that the failure of Steel and Tube Industries Ltd to develop is due to the failure of the company to conduct marketing research. Clients are not aware of a new product's existence and hence cannot have interest, adoption or rejection. Steel and Tube Industries Ltd have not comprehended customers and clients through marketing research by gathering, recording, analyzing and interpreting data relating to distribution and sales of goods problems.

Steel and Tube Industries Ltd has untapped opportunities inherent in the application of marketing research in product sales performance and also opens a new ground which has retarded by the company's sales performance. Underutilization of marketing research has led to a shortage of new product ideas, the influx of foreign products from abroad, capital shortages, low interests and exchange rate and thus a reduction in the sales performance of Steel and Tube Industries Ltd as an iron and steel industry.

1.2 Statement of the Problem

Steel and Tube Industries Limited has been growing at unprecedented rates averaging from 20% and 30% per annum for both local and export market respectively between 2010 and 2016 (URA, 2017). Currently in Uganda reports indicate that consumption of Steel and Tube's output stands at around 15 Kg/capita per annum which is still low compared to 45 kg in Kenya. This is also observed in the low market share growth rate that currently stands at 2% far below that of Roofing's Limited that currently stands at 6% (UMA report, 2017). Evidence also shows that the sales volume of Steel and Tube industries limited declined in 2017 from 38% in 2016 to 35%. The absolute steel demand is also low standing at 57200 mtpa as compared to the estimated production of over 140,000 mtpa which leaves no doubt that the sales performance of Steel and Tube industries limited is low.

On the other hand, it is unclear whether Steel and Tube industries Limited's low sales performance is hinged on the limited use of marketing research to provide information (Byaruhanga, Lubwama & Lating, 2016). It was against this background that a study needs to be conducted to ascertain the effect of marketing research on the sales performance of local iron and steel industries in Uganda taking a case study of Steel and Tube Industries Ltd.

1.3 Purpose of the Study

The main purpose of the study was to examine the effect of marketing research on the sales performance of local iron and steel industries in Uganda, specifically taking Steel and Tube Industries Ltd as a case study.

1.4 Objectives of the Study

The study was guided by the following specific objectives;

i. To examine the effect of discovering potential customer needs on the sales performance of Steel and Tube Industries Ltd.
ii. To establish the effect of competitors' analysis on the sales performance of Steel and Tube Industries Ltd.
iii. To assess the effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd.

1.5 Research Questions

The study was guided by the following research questions:

i. What is the influence of discovering potential customer needs on the sales performance of Steel and Tube Industries Ltd?

ii. What is the effect of competitors' analysis on the promotion of the sales performance of Steel and Tube Industries Ltd?

iii. What the effect is to recognize new areas for expansion on the sales performance of Steel and Tube Industries Ltd?

1.6 Scope of the Study

The scope of the study is presented under the content, geographical, and time.

1.6.1 Content Scope

The study explored how marketing research practices affect the sales performance in view of discovering potential customer needs, competitor analysis and recognizing new areas for expansion at local iron and steel industries in Uganda.

1.6.2 Geographical Scope

The study was conducted from Steel and Tube Industries Ltd. The company's Head Offices are found on Deals House, situated in Nakawa Industrial Area, which is approximately 6 kilometers from Kampala city centre-along Kampala-Jinja road, on Plot 38-40, Mukabya Road.

1.6.3 Time Scope

The study considered marketing research and the sales performance of Steel and Tube Industries Ltd for the period of the past three years (from 2016 to 2018). This time period is appropriate to capture the study issues after the company had opened up a new rolling mills plant in Namanve Industrial Park.

1.7 Significance of the Study

The study results may be used to evaluate marketing research practices by firms in Uganda. Findings can also be used to evaluate the current marketing research budgets of iron and steel firms in Uganda.

The study findings could enable the responsible central government Ministries to initiate programs that improved the effectiveness of marketing research in the iron and steel sector.

The study is intended to contribute to the existing body of knowledge and fill a gap in the marketing research practices of the industrial sector in Uganda's literature.

1.8 Definition of Key Terms

Market; Market means the people or organizations with needs to satisfy, money to spend, and willingness to spend it. It can also be defined as a set of customers served by a set of suppliers, where both sets are defined in terms of products and services and in terms of geographic locations.

"**Marketing** at the operational level is the set of activities that an organization does to serve its customers. These include at least brand and image building, marketing communications, loyalty programs and forecasting sales performance of consumer needs, market changes, and technological sales performance.

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives"

Marketing Research is the objective and systematic collection, recording, analysis, interpretation and reporting of information of existing or potential market behaviors.

Market analysis study is the research that examines the current marketing situation faced by a company or brand and then identifies potential markets

Marketing research is the systematic gathering and analysis of marketing-related data to produce information that can be used in decision making

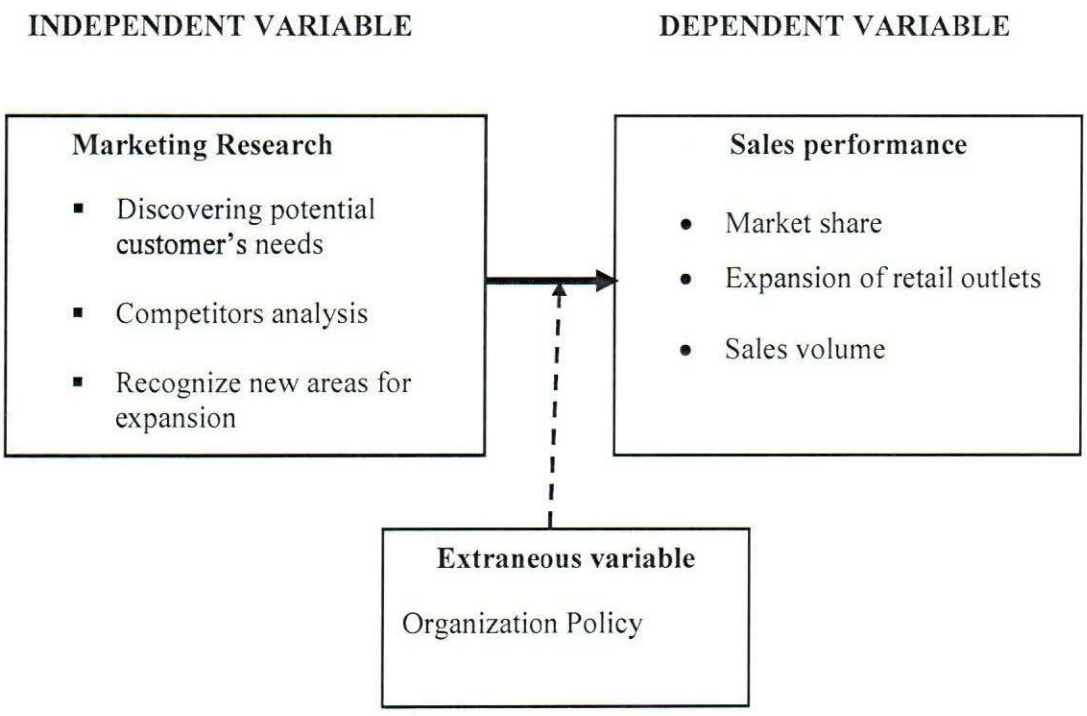
Test markets is the research that provides information on how well a new product or product modification will do in a limited market before a national or international launch

Marketing research is a systematic and objective study of problems pertaining to the marketing of goods and services. It is applicable to any area of marketing.

Sales performance is how effective an organization is hitting its sales goals

1.9 Conceptual Framework

Figure 1, gives a graphical conceptual underpinning of the study variables and how they related to one another.



Source: *Adapted from Srinivasan et al. (2004) and modified by the researcher.*

Figure 3: Conceptual Framework showing the link between marketing research and the sales performance of local industries.

According to the figure 1 above, Steel and Tube Industries Ltd as part of iron and steel manufacturing industry seek to improve sales performance either by increasing the volume of sales to its present customers or by finding new customers for present products.

The independent variable was marketing research specifically measured by discovering potential customer's needs, Competitors Analysis and Recognize new areas for expansion. The

dependent variable was the sales performance of iron and steel industry that is conceptualized as growth in market share, expansion of retail outlets.

Sales performance of local industries shall be measured in terms of; Growth in market share, expansion of outlets/retailers (branches) and sales volume. The conceptual framework above also illustrates that Organization Policy as an extraneous variable influences both the dependent and independent variables.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter sought to review related literature based on marketing strategies and the sales performance of steel and iron industries. The information is obtained from a combination of extracts, paraphrased statements from textbooks, journals, magazines, periodicals, articles, websites, publications, and related online reports. Literature is classified on the basis of objectives spelled out in chapter one.

2.1 Theoretical Review

This section provides a comprehensive review of the applicable theory to the study. The study was grounded by the resource-based view theory (RBV). The theory covers; definitions, assumptions, and synthesis of empirical results from marketing literature. The analysis of theory also evaluates present marketing research according to four perspectives that is the marketing domains that use RBT, the characteristics and uses of market-based resources that differentiate it from other research contexts.

RBV is an approach to achieving competitive advantage that emerged in the 1980s and 1990s, after the major works published by Wernerfelt (2015) ("The Resource-Based View of the Firm"), Prahalad and Hamel ("The Core Competence of the Corporation"), Barney, ("Firm resources and sustained competitive advantage") and others. In the 2000s, 104 marketing articles referred to RBT (in their titles or abstracts, listed in the Business Source Premier database) Kozlenkova, Samaha & Palmatier, 2014). The supporters of this view argue that organizations should look inside the company to find the sources of competitive advantage

instead of looking at a competitive environment for it. The following model explains RBV and emphasizes the key points of it (Corte, D'Andrea, & Del Gaudio, 2017).

The marketing researchers have applied RBT in three major domains that is marketing strategy (Fang et al. 2011), international marketing (Ruiz-Ortega and García-Villaverde 2008) and marketing innovation (Srinivasan et al. 2004). The motivations for using RBT and the types of resources, outcomes and moderating studies marketing literature are illustrated as below;

Table 1: Illustrative resource-based theory research in marketing

Author(s)	Resources ([a])[b]	Main Findings
Marketing Strategy		
Auh and Menguc (2009)	CEO Transformational Leadership (C); Market orient. (I)[c]	The CEO's marketing background and politics in marketing decision making (PMDM) affect the sales performance and deployment of resources. The marketing background increases transformational leadership capability but not market orientation (MO); PMDM decreases transformational leadership and MO.
Fang et al. (2011)	Customer mgmt., Innovation (I)[c]	Deep innovation–broad customer and deep customer–broad innovation asset leveraging strategies lead to the best firm performance.

Merrilees et al. (2011)	Innovation, Branding, Market orient., Mgmt. (C)[c]	Innovation capability is the strongest determinant of small firm performance. Branding also increases performance. Market orientation and management capability act as enabling mechanisms for building marketing capabilities.
Morgan et al. (2009)	Market-sensing, CRM, Brand mgmt. (C)[c]	Marketing capabilities have direct and complementary effects on revenue and margin growth rates. CRM capability decreases revenue growth rate but increases margin growth. Effects of brand mgmt. capability is reversed. The overall impact of both capabilities on a firm's profit growth rates is positive.
Orr et al. (2011)	Marketing, CRM, Brand mgmt., Mktg. employee sales performance (C)[c]	Marketing employee sales performance capabilities moderate the relationships between firm-level marketing capabilities and customer satisfaction, market effectiveness, and objective financial performance. Such capabilities can be complementary or substitute in improving performance.
Richey et al. (2010)	Communication, Customization,	Only communication technologies improve the financial performance of B2B

	Data storage technologies (C)[e]	partnerships. Interaction with relationship quality enhances this effect. Resource complementarities exist for data storage resources but not for communication or customization resources.
Hughes et al. (2010)	Innovation ambidexterity (C)[f]	Investments in marketing differentiation strategy alone create the necessary strategic impetus to form innovation ambidexterity. Innovation ambidexterity codetermines both marketing differentiation and cost leadership advantages, and together these improve export venture performance.
Kaleka (2011)	Informational, Relational, Prod. sales performance (C); Experiential, Financial (I)[f]	Service advantage increases export venture performance and is enhanced by product sales performance and customer relationship capabilities. Experiential resources increase customer relationship and informational capabilities, and financial resources improve product sales performance and informational capabilities.
Lages et al. (2009)	Relational, Quality, Org. learning for innovation (C)[f]	Organizational learning capability enhances product innovation. Relational capability improves product quality, innovation, and relationship performance. Relationship

		performance increases economic performance. Product quality is critical in international markets.
Harmancioglu et al. (2009)	Mktg. execution proficiency, Tech. execution proficiency (C)[d]	Only mktg. execution proficiency directly improves all four dimensions of product success. Mktg. and technological resource fit advantages and mktg. and technical execution proficiencies predict new product success

Source: Kozlenkova and Palmatier (2014)

Key a: **I** Intangible Resources, **T**: Tangible Resources, while C: Capabilities

While many marketing researchers may investigate one resource (e.g., brand, relationship), firm function (such as sales, R&D), or phenomenon at a time, marketing strategists are often concerned with researching multiple resources and phenomena simultaneously in order to isolate and understand the drivers of overall firm performance (Urde, Baumgarth & Merrilees, 2013). For example, in the strategy domain, researchers using RBT simultaneously examine nearly twice as many resources in the same framework as do researchers in the international or innovation domains (Orr *et al.* 2011). These differences highlight both the primary motivation for using RBT and its strength in the strategy domain, in that it offers a theoretical framework for integrating multiple resources to explain their synergistic and differential effects on firm performance and the contingencies associated with each linkage (Song *et al.* 2007; Ramaswami *et al.* 2009; Hughes, Morgan & Robson, 2010).

Most research evaluates how resources directly affect firm performance, frequently measured by profitability and return on investments. More than half the studies investigate the role of institutional or environmental moderating factors on the resource–performance linkage using RBT or other theoretical rationales (Fang *et al.* 2014). Moreover, many articles note synergistic effects between different resources and capabilities for creating and/or capturing customer value (Orr *et al.* 2011).

Research in this domain generally supports the notion that a firm's valuable, rare, and imperfectly imitable (VRI) resources, organized with policies or procedures to support the exploitation of the resources' potential, enhance performance. For example, the effect of brand management resources on performance switches from negative to positive only when organized by customer relationship management, which appears critical for exploiting the potential of brand resources (Hughes, Martin, Morgan & Robson, 2016).

In some cases, strategists support RBT by demonstrating that internal resources have greater effects than the environmental or industry factors on firm performance. For example, Evanschitzky (2007) finds that resources explain almost twice as much variation in firm performance than industry structure does.

Barney and Hesterly (2012) suggest that a resource-based logic can serve to investigate two goals of market expansion: expanding into new markets to gain advantages from existing resources and expanding into new markets to develop new resources that can generate advantages in new and existing markets. Expanding into a different market to use existing resources and leverage "economies of scale" can be very risky, especially when a firm assumes that the assets that were advantageous in one market will also be beneficial in another. In practice, marketing is an accounting expense, regardless of its long-term effects on the brand or relational equity. RBT, however, allows marketing researchers to theorize about the long-

term effects of marketing investments since spending often leads to the sales performance of resources and capabilities, such as building stronger relationships with customers and other entities (that is being market-oriented) that can enhance future firm performance (Morgan *et al.*, 2009).

2.2 The effect of discovering potential customer needs on sales performance

Various scholars have documented literature on how marketing research helps to discover potential customer needs to compel the sales performance. Some of the major writers include; Kotler & Armstrong, 2012; Peterson, Neels, Barczi & Graham, 2013; Theodossiou & Kourti, 2007; Camilleri, 2018). A need is basically a conscious feeling of deprivation in a person. In other words, it is something which a customer requires to experience satisfaction (Camilleri, 2018). A want is a need after it has been influenced by culture, society and an individual's personality. There are two kinds of wants, a 'tangible' want and a 'psychological' want (Theodossiou & Kourti, 2007).

Customers need products or services to function the way they need in order to solve their problem or desire. Customers have unique budgets with which they can spend on a product or service. Products or services need to provide convenient solutions to meet customers' needs. The experience of using a product or service needs to be easy so as not to create more work for customers. The product design needs should be relatively easy and intuitive to use. The product needs to available every time the customer wants to use it. The product or service needs to perform correctly so the customer can achieve their goals. Iron and steel products need to be efficient for the customer. Iron and steel products need to be compatible with other products customers already use (Barczi & Graham, 2013).

A customer needs analysis is used in product sales performance and branding to provide an in-depth analysis of the customer to ensure that the product or message offers the benefits, attributes, and features needed to provide the customer with value (Al-Bakery & Thamer, 2006). In order to discover potential customer needs for sales performance, companies need to understand their customers' needs and wants and this will enable them to remain successful in a competitive market place. Understanding existing customers requires analysis of why customers choose a specific company's product over competitors, knowing what they value, whether the company services, products quality or the prestige associated with consuming particular product/service, what influences customers' buying decisions (Chintagunta, Nair & Sukumar, 2009).

Gupta and Benedetto (2007) Provide that conducting market research helps a firm understand its customers and their preferences (4 P's). This is in terms of profiling customers (location, age, gender, income level, etc.). Hence in this study the Needs, wants and demands, Products, Value and satisfaction, Exchange, transactions and relationships, Markets must be linked-to in bide to discover potential customer wants to aid sales performance as illustrated in figure 2.1 below;

The most basic concept underlying marketing research is that of customer needs. A need is a state of felt deprivation. It is a part of the human makeup. Humans have many needs, viz., physical needs, social needs, spiritual needs and so on. Wants are the form taken by needs as they are shaped by one's culture and personality. Wants are thus shaped by both internal and external factors. As people are exposed to more objects that arouse their interest and desire, market researchers tend to provide information on how best companies can produce what customers exactly need. Clients often have unlimited wants but limited resources. Therefore,

they want to choose products that provide the most satisfaction for their money. When backed by buying power (ability), a want becomes a demand (Hair, Bush, & Ortinau, 2006).

Drucker (1999) contended that the purpose of the business is to create a satisfied customer. The study suggested that marketing research cannot be considered as a separate function, it is the whole business that is seen from the point of its final result, that is, from the customers' point of view. Kotler (1973) argued that marketing research should aim at offering the right product or service at the right price; that is available in the right place, at the right time, and, doing so at a profit. In other words, marketing research is essentially the management process by which companies identify, anticipate and satisfy their customers' needs and wants, while simultaneously making a profit. In a similar vein, (Kotler & Keller, 2012). held that the purpose of a business is to create and keep a customer. He maintained that there can be no corporate strategy that is not in some fundamental fashion a marketing strategy, as the purpose of business is to sell products or services that customers are willing to purchase. Therefore, if a company is truly market-oriented, it will focus its attention and activities on its customers and their expectations. The actions of such a company arise directly from its customers' needs and wants (Hamza, Al-Shatanawi, Osman &Suberi, 2014).

Grönroos (2006) suggests that marketing research aimed at developing customer needs permeates organisational functions and processes and is geared towards making promises through value propositions, enabling the fulfilment of individual expectations created by such promises and fulfilling such expectations through support to customers' value-generating processes, thereby supporting value creation in the firms' as well as its customers' and other stakeholders' processes'' (p. 407). Discovering potential customer needs is often related to this belief as to the marketing concept, which says that the best way for a firm to accomplish its goals over the long run is to choose a group of customers and to do a better job than

competitors in satisfying the needs of those customers. This requires a company to put itself in the customer's situation (McDonald, 2002).

The marketing research management process is responsible for identifying, anticipating and satisfying customer requirements, at a profit. It is the job of the marketing researcher to provide information that facilitates marketing managers to link and sequence operational activities and to coordinate the work of all business areas (Van & Fok, 2009). Marketing managers must ask themselves what the real value of their products or services is to their consumers. Therefore, today's marketers are expected to anticipate their individual customers' needs and wants; to ensure their long-term value, over time. This, of course, requires extensive marketing research and analysis (Van Bulte, & Joshi, 2007). Hence, it is imperative that companies carry out a rigorous process of customer and market analysis.

It is in the interest of marketing research to investigate the current market requirements, the needs and wants of customers and how best this can be satisfied. This can also be achieved by investigating possible competition and anticipating market sales performances through marketing research (Kotler & Armstrong, 2012).

2.3 Competitors' Analysis and Sales performance of Local Iron and Steel Industries

Competitor analysis provides both an offensive and a defensive strategic context for identifying opportunities and threats. The offensive strategy context allows firms to more quickly exploit opportunities and capitalize on strengths (Kokemuller, 2019). Conversely, the defensive strategy context allows them to more effectively counter the threat posed by rival firms seeking to exploit the firm's own weaknesses (Dolan,1997).

Thakur (2010) posits that through competitor analysis, iron and steel firms identify who their key competitors are, develop a profile for each of them, identify their objectives and strategies,

assess their strengths and weaknesses, gauge the threat they pose and anticipate their reaction to competitive moves. Firms that develop systematic and advanced competitor profiling have a significant competitive advantage. From a market perspective, rather than looking at companies making the same product as its only competitors, a firm looks for its competitors among those companies that satisfy the same customer need (Kotler, 2003).

Kotler (2003) observed that the range of current and potential competitors is broad. On the basis of the degree of product substitution, for example, companies can face brand competition, industry competition, form competition, and generic competition. Once a firm has identified its primary competitors, it needs to assess and analyze their objectives, strategies, strengths and weaknesses as well as their competitive reactions.

Objectives ascribed to competitors can encompass profitability, market-share growth, cash flow, technological leadership, service leadership, etc. Competitors' objectives are shaped by various factors, including the firm's size, history, current management, and economics (Outback Steakhouse, Inc. SWOT Analysis, 2014).

Competitors' strategies encompass product quality, product features and product mix, target marketing and positioning, customer service, pricing policy, distribution coverage, sales force strategy, advertising and sales promotion programs, research and sales performance (R&D), manufacturing, purchasing, financial and marketing strategies (4Ps: Product, Price, Promotion and Place/Distribution). The more one firm's strategies resemble another firm's strategy, the more the two firms compete. Strategic groups (i.e. firms focusing on the same target market with the same strategy) should be identified (Kerin, Berkowitz, Hartley & Rudelius, 2003).

Whether or not a competitor can carry out its objectives and strategies depends on its resources and capabilities. For this reason, the analysis of the corresponding strengths and weaknesses

constitutes key information for a firm analyzing its competitors. The technique typically used to conduct this analysis is called "SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis" (Newton & Newton, 2013). It involves specifying an objective and analyzing the internal factors (strengths and weaknesses internal to the firm) and the external factors (opportunities and threats presented by the external environment) that are favorable or unfavorable to achieving the objective.

- *Internal factors (Strengths and Weaknesses)* encompass factors such as personnel, a firm's culture, finance, manufacturing capabilities, the 4Ps, etc.
- *External factors (Opportunities and Threats)* relate to the opportunities and threats posed by the macro and microenvironments. The macro-environment includes demographic, economic, technological, political, legal, social and cultural factors, etc. The microenvironment includes the customers, competitors, distributors and suppliers (Dälken, 2014).

Firms can learn about their competitors' strengths and weaknesses through secondary data, personal experience and hearsay, but they can also acquire and interpret primary information by conducting marketing research. Firms should collect recent data on each competitor's sales, market share, profit margin, return on investment, cash flow, new investment, and capacity utilization (Bruneski & Chen, 2007). Three additional variables that every firm should monitor with respect to competitors are: share of market (competitor's sales' share in the target market), share of mind (percentage of customers who name the competitor when asked which firm first comes to mind in an industry) and share of heart (percentage of customers who name the competitor when asked from whom he/she would prefer to buy a specific product). In general, firms that exhibit an increasing share of mind or share of heart, are positioned to experience an increasing market share and profitability (McGee, Thomas, & Wilson, 2010).

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Gillespie, (2007) asserts that A competitor' strategies, strengths and weaknesses, to a large extent, determine its reactions to competitive moves such as price cuts, promotional step-ups, or new product introductions. Some competitors do not react quickly or forcefully to another competitor's move; others might react only to certain types of attacks and not to others; others might react quickly and forcefully to any assault. Finally, others might not exhibit any predictable reaction pattern.

Sirmon, Hitt, Arregle, and Camp-bell, (2010) state that before entering a particular market (or market segment), a firm needs to assess its attractiveness. According to Michael Porter, the attractiveness of a market or market segment is determined by the opportunities and threats posed by five key elements: industry competitors, potential market entrants, availability of product substitutes, buyers' power and suppliers' power.

2.4 The effect of recognizing new areas for expansion on the sales performance

In the study by Sirmon, Hitt, Arregle and Camp-bell (2010) recognition of new areas is considered as a strategy of increasing primary demand for a product category by converting non-customers into customers and/ or by increasing the usage rate of the category's existing customers. Sirmon, Hitt, Arregle, and Camp-bell, (2010). Suggest that recognizing new areas is a strategic alternative for market leaders. They define recognizing new areas for expansion as a strategy of attracting new customers or increasing usage of existing customers of a product category. A company can search new users among three groups: those who might use it but do not (market penetration strategy), those who have never used it (new-market segment strategy), or those who live elsewhere (geographical expansion strategy) (Rothaermel, 2012).

Examination of the literature reveals three antecedents to recognizing new areas: (1) unfulfilled needs and wants of the potential customers, (2) their purchasing ability and (3) access to the desired products and services.

2.4.1 Recognizing unfulfilled needs and wants

If demand for a product is to exist, the customers should recognize an unfulfilled need that can be satisfied by a given product (Green, Armstrong & Graefe, 2007). Need or problem recognition is the first step in the consumer decision-making process (). Customers recognize an unfulfilled need only when they perceive a difference of sufficient magnitude between their desired and the actual state of affairs (Bronwyn & Nathan, 2010). Out of the several factors influencing the actual and desired state of affairs (Bruner II 1988), reference group, culture, and social class are especially important in the developing market context. In low income segments in developing countries, decisions to buy or not to buy a product are affected by conflict between traditional values (i.e., believe that personal identity is based on place in the society given at birth) and emerging values (i.e., belief that possessions, education, and work status define identity). Poor customers try to resolve the value conflicts by buying such products that make qualitative differences in their lives and enhance their productivity ().

At a given point in time, several needs compete for the share of a customer's resources. For a customer, motivation to satisfy a need depends on the relative importance of that need. As a result, demand for a product is affected by the competition from "non-comparable alternatives," i.e. product categories which satisfy different needs (TV versus Refrigerator) but compete for the customer's resources. Competition among non- comparable alternatives is an important issue in developing countries because of the lower incomes of the customers (American Marketing Association, 2017).

Even after customers recognize a need which a given product can satisfy, demand for that product is not assured because there can be more than one product category capable of satisfying a given need. Competition from substitutes is discussed in economics, marketing, and strategy literature. A customer's desire for a specific product category becomes his want. At times demand for a product is negatively affected because of undesirable beliefs, values, or feelings associated with the product (Kotler 1973). Many products can be used in a wide variety of situations. But usage attitudes toward products are situation-specific (Camilleri, 2017). If the customers are to consider a product category as one of the alternatives for the satisfaction of a chosen need, the given category should exist in his consideration set. First-time buyers in a product category may lack knowledge about what alternatives are available to choose from and they may not be able to construct a consideration set solely based on the internal search of the memory. The products like deodorant which are taken for granted in developed countries might be unknown to many customers in developing countries (Orr, Bush & Vorhies, 2011).

2.4.2 Purchasing Ability

Demand for a product exists when the needs and wants of the customers are backed by the purchasing ability (Kotler & Keller, 2012). Purchasing ability depends on income, savings, assets, debts, and borrowing power. Per capita incomes in developing countries are much lower than the developed countries. However, per capita income and consumption expenditures in developing countries in purchasing power parity terms are much higher than what appears in real terms. For example, in 2005 an average Indian middle-class family spent approximately $6500 annually in real terms but in purchasing power parity terms it meant $35000.

2.4.3 Access

The mere existence of willing and capable customers does not constitute a market. According to economists, markets exist only when at least two parties (i.e., customers and marketers) are willing to enter into an exchange. At times customers recognize an unfulfilled need but marketers do not offer a product that can satisfy the felt need. Such a situation represents latent demand (Kotler 1973). The potential market for a product offer gets converted into the available market only when the potential customers have access to the product offer (Kotler 2001). For example, scholars point out that the bottom of the pyramid markets in the developing countries can expand if companies increase their distribution reach especially in the geographically dispersed rural markets. The term access not only means distribution reach but more importantly it means availability of the products with desired value propositions. Hence it can be said that access is a marketer-side antecedent to market expansion. It is influenced by the target market definitions of the companies.

For some products, a company or the whole industry may not target a certain market segment. For example, companies that sell higher-end products such as financial services or computers have generally not targeted low-income segments in developing countries (Chintagunta, Nair, Sukumar, 2009). The market for a product category can expand if a company targets non-customers of the industry's products. The market for consumer durables can expand if companies target lower-income segments, where product penetration levels are low. But if consumer durable companies target higher-income segments then it can be said that they are primarily catering to replacement or up-gradation demand. Markets for non-durables like soaps, detergents, and toothpaste/ toothpowder are well penetrated. Further expansion can take place if companies try to increase the usage rate of the existing customers of the product

category. The survey of the literature reveals that three important factors influence a company's decision to target untapped and/or underserved market segments or not.

2.4.4 Competitive Considerations

The company can then make efforts to promote its brands to customers. A customer's want becomes a "qualified want" only when it is backed by consumption ability. As shown in figure 2.3 a customer's consumption ability is influenced mainly by five factors: (1) his/ her own competence to use the product, (2) the consumption context and (3) compatibility with complementary products and networks (4) cost of using the product and (5) customer service. Complements can be identified by looking at the three stages of consumption viz. before, during and after. A company can try to improve consumption-ability by adapting its products to the existing level of the factors as mentioned earlier.

Dimensions of Consumption Ability

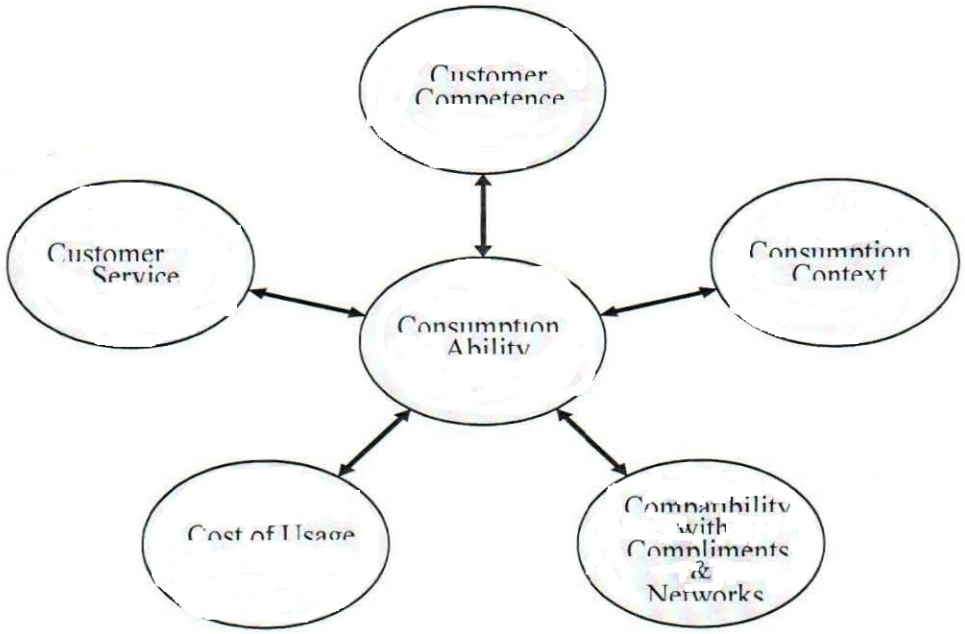


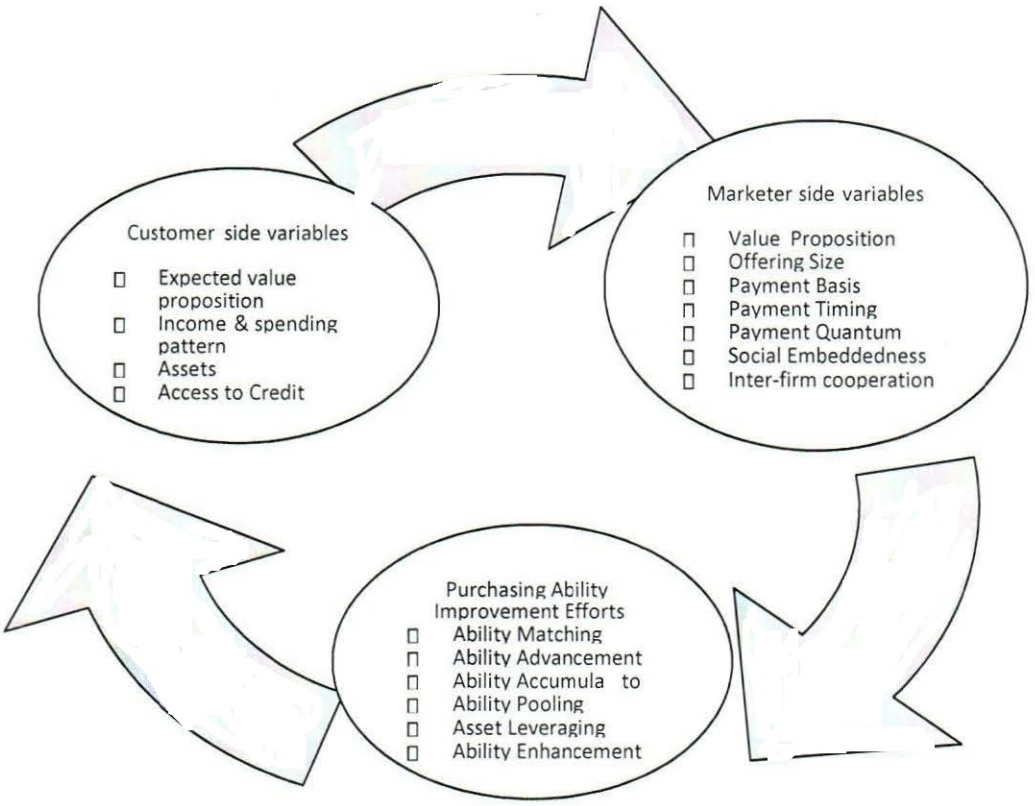
Figure 4: Bi-directional arrows indicate adaptation and alteration strategies

A company can target such market segments that have been ignored by others in the industry because of their low purchasing ability. The company can adopt appropriate strategies to improve the purchasing ability in such a chosen segment. Alternatively, the company may target only such market segments that possess adequate purchasing ability.

As shown in figure 2.3, purchasing improvement efforts can be broadly classified as follows: **Ability matching** - By studying the disposable income of potential customers and understanding their pattern of spending on various needs, a company can offer products of such value and/or size that can be afforded by potential customers. A company can also charge prices on the basis of usage or temporary ownership of products rather than permanent ownership.

Ability advancement – In order to cut down the waiting time for the purchase of a product, a company can facilitate payment in installments rather than a one-time payment by customers.

Installment amounts and payment timing can be worked out to suit the disposable income of customers. The company can facilitate potential customers' access to credit through formal or informal sources. Several consumer durable companies follow this approach.



Source: Barney & Hesterly, (2012)

Figure 5: Framework for Purchasing Ability Improvement

Ability accumulation – A company can facilitate prepayment in small installments for financing a future purchase.

Ability pooling – A company can sell to a group of customers rather than an individual customer. This joint ownership of products can enable many such customers to enter markets that they cannot afford individually.

Asset leveraging – A company can facilitate the use of 'non-financial assets' to partly or fully finance purchases. For instance, Baron International launched an exchange scheme in India which enabled customers to part-finance their new TV purchase by exchanging the old used TV.

Ability enhancement – A company can involve itself in wealth creation efforts for potential customers. Such efforts can facilitate an increase in the disposable income of potential customers.

Fulfilling Demand in a Sustainable Manner

The creation of willingness and ability to buy and use a product leads to demand creation, which in turn needs to be fulfilled in a sustainable manner. To make a business sustainable, a company needs to be concerned about triple bottom-lines: economic, social, and environmental. This triple-bottom-line framework is one of the most widely accepted frameworks of business sustainability (Evanschitzky, 2007).

It is suggested that a firm must properly coordinate generic and brand advertising, and neglecting one of the two will lead to suboptimal allocation of the advertising budget. Although there is free-riding, the stronger (with more effective generic and brand advertising) firm is better off tolerating this free-riding because this does not affect its long-term profitability greatly (Barney & Hesterly, 2012).

Robinson and Lundstrom (2003) suggest that recognizing new areas for expansion is a fit between the organization and the external market. Depending on the stage of the product life cycle, recognizing new areas for expansion is different (Ramaswami, Srivastava, & Bhargava, 2009). In the growth stage, they consider it to be an aggressive and proactive version of a market share maintenance strategy for a market leader. But at the maturity stage of the life cycle, they consider recognizing new areas for expansion as one of the three alternatives for creating primary demand. The other two strategic alternatives are increased penetration strategy and extended use strategy. They define increased penetration as a strategy of

converting current nonusers in one or more major segments while extended use strategy as a strategy of increasing frequency of use or developing new ways to use the product.

The framework is useful for the implementation and measurement of market expansion efforts at the product category level. A strategic business unit (SBU) level or a company level evaluation requires studying the strategies used for all the product categories of the SBU/ the company. Various activities identified in the framework have been used as a basis for the sales performance of a measure of the extent to which recognizing new areas for expansion is pursued at the level of a product category

At the maturity stage recognizing new areas for expansion is defined as 'a strategy of gaining new customers by targeting new or underdeveloped geographic markets or new 10 customer or application segments.' The two versions of recognizing new areas for expansion seem to be different in terms of the difference in the emphasis among elements of the marketing mix. In Walker Jr. et al. (2006) version, recognizing new areas for expansion at the growth stage seems to place more emphasis on product element of the marketing mix, while at maturity stage the emphasis seems to be more on place element. The promotion appears to be a more important element of the marketing mix in the two alternatives to recognizing new areas for expansion. But conceptually these definitions appear to be overlapping.

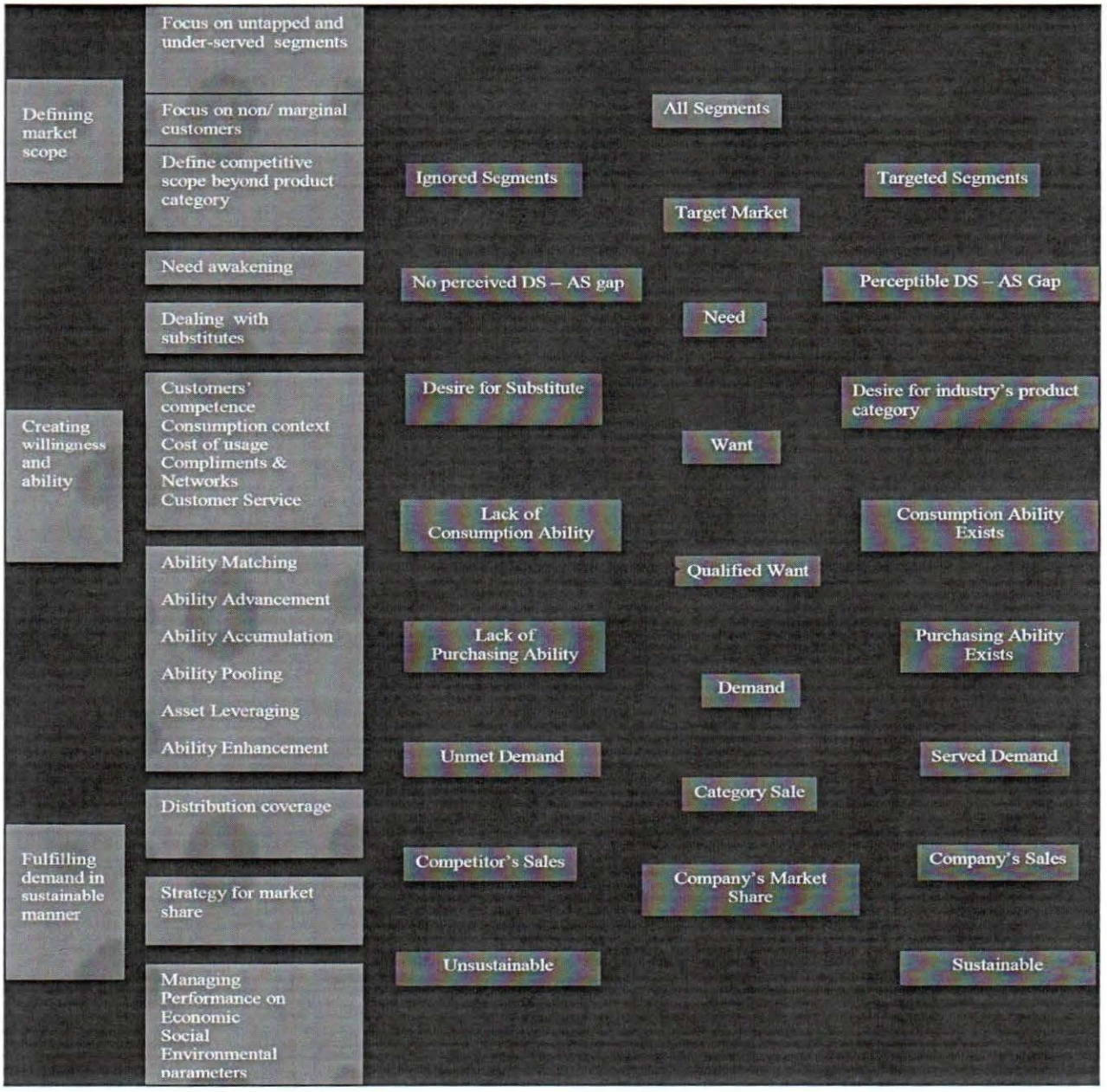


Figure 6: Conceptual Framework for Recognizing new areas for expansion

A recognizing new areas for expansion is a proactive form of gaining a competitive advantage is similar to what Urde, Mats, Baumgarth, Carsten & Merrilees, (2013). Describe as proactive marketing orientation. Proactive marketing orientation involves a focus on latent customer needs and hence leads to high-level innovation. In the past two terms similar to market

expansion have been referred to by different authors in different ways. For example, Hughes, et.al (2010) talked about the 'market extension' strategy. had identified the strategic trade-off between 'penetration of existing markets' and 'sales performance of new markets'.

According to Al-Bakery and Thamer, (2006) there are just three fundamental marketing objectives of which one is 'market enlargement', the other two being market share increase and profitability improvement. Chintagunta, Nair and Sukumar, (2009) wrote that a company may try to increase its sales by 'increasing the size of the industry market potential' rather than fighting for market share. 'Expansion' and other similar terms used in the business and corporate strategy literature do not always mean an expansion of the market for a particular product category. For example, Camilleri, (2017) suggest concentration, integration, diversification, cooperation, and internationalization as different routes to expansion. But these strategies do not necessarily lead to expansion of the market for a particular product category though it may lead to overall corporate-level expansion of sales revenue and profitability.

Business markets keep changing with time. Planning and implementing a growth strategy to develop new markets and expand iron and steel business before the current market flattens can not only help manufacturing firms survive through tough times but also give a considerable edge for competition in the industry (Aaker & Wiley, 2004). Hence planning and implementing a recognizing new areas for expansion requires prior analysis of the industry and recognizing that the current market is dynamic and can flatten or decline any time. Manufacturing firms need to provide for the maturity of their products and sustainability of their market share to enhance a steady increase and curb growth limits specified in the original target market

Recognizing new areas for expansion on sales performance requires following the decision to develop new products. Therefore, the iron and steel manufacturing firms require understanding the best mechanisms of customizing and or profiling the Target Market as the customer group

that most times buys products Shah, (Syed Fida Hussain & Nazir, Tahira & Zaman, Khalid, 2013). Customer Profile should cover a detailed profile of prominent customers as individual consumers to include; information such as age, income, gender, marital status, profession and buying habits. For businesses, it includes the types of business, number of years in business, number of employees, annual revenues and products or services sold. Client's demographics are the major characteristics of a population such as size, growth, age, income, gender, marital status and buying habits (Katarzyna Twarowska and Magdalena Kąkol, 2013). This information helps a firm decide to acknowledge whether this target market is large enough for company products in the target area. Companies conduct Market Analysis of research data that results in determinations about the marketability of their products or services in the given market. Hence this systematic approach is the best way to find a new market. Hence this study seeks to establish Steel and Tube Industries Ltd effectively and efficiently identifies a new market sales performance process through: defining New Target Market(s), conducting Market Research, deciding to enter a new Market or search for another and entering the Target (Hair, Bush & Ortinau, 2006).

Just like in the business world, the need for expansion and sales performance is not optional, business transformation and through various strategies due to environmental changes has become inevitable. Iron and Steel firms need to grow their markets both internally and externally. However, this is not a must to all firms but growth depends on the strategies and the actions that a specific firm undertaken (Burdon, Chelliah & Bhalla, 2009). The degree to which an industry implements a market growth strategy depends on its private business goals and objectives. Steel firms may out to grow slowly so that they maintain a small but manageable market share. Or, they may develop an aggressive growth strategy that causes an establishment of a more flexible organizational structure that can adapt to new markets and rapid growth. Regardless of the degree of market growth required to meet particular business

goals and objectives, the need for growth and a plan to accomplish it is fundamental to the success of any business venture. Without it, iron and steel businesses are vulnerable to market pressures characterized by increased competition or regional economic downswings (Byrne & Popoff, 2008). Hence this study pursues to examine whether Steel and Tube Industries Ltd conducts planning to market growth, using marketing activities and techniques tended towards the use of aggressive or conservative measures to expand to new markets through; defining its new target market(s), conducting marketing research, entering the market or looking for another target market and creating a plan to enter the market.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents and describes the methodology that was used to collect and analyze data obtained from the field. It covers the research design, study population, sample size and selection, sampling techniques, data collection methods, data collection instruments, the procedure of data collection, reliability and validity of instruments, measurement of variables, data presentation and analysis, ethical considerations and the limitations to the study.

3.1 Research Design

A case study research design was used to conduct the study with specific reference to Steel and Tube Industries Ltd. According to Yin (2014), a case study is an in-depth study of a specific research problem. It is frequently used to narrow down a very broad field of research into one or a few easily researchable examples. This design was adopted to enable the study test whether a specific theory and model actually applies to the phenomenon in the real world (Yin, 2014). It is a useful design when not much is known about a phenomenon. The design involves an intensive study geared towards a thorough understanding of the given unit (Yin, 2012). According to Cooper and Schindler (2003), a case study research design is based on a practical, logical and structured manner of the organization relating to the area of study. The research design involves comprehensive coverage of the study and enhances the practicability scenarios in organizations (Bryman, 2013).

3.2 Target Population

The study target population was 151 and this will comprise of (71) Marketers & sales personnel, (10) Heads of Departments, (65) Supervisors and (05) Directors.

3.3 Sample Size and Sampling Technique

3.3.1 Sample size

The ultimate sample size of 140 respondents from a target population of 151 was derived at using a sample size determination table developed by Krejeie and Morgan (2013).

Table 2: Sample selection and Sampling Size of the respondents

Category of Respondent	Population	Sample Size	Sampling Technique
Marketers and sales personnel	**71**	69	Simple random
Heads of Departments	10	10	Purposive
Supervisors	65	56	Simple random
Directors	05	05	Purposive
Total	**151**	**140**	

Source: Steel and Tube Industries Ltd Human Resource Manual (2015).

3.3.2 Sampling Technique

According to Onen (2016), sampling is a strategy which the researcher uses to select representative respondents from the target population. Three sampling techniques were used to select the sample size of the study. First of all, stratified sampling was used to pick random the departments from which the unit of inquiry was obtained. Marketers and sales personnel were selected using simple random sampling which provided equal chances of participation in

the study. Departmental heads were selected using a purposive sampling technique. The purpose of using a purposive sampling technique was to access confidential information relating to marketing research and the sales performance of the Steel and Tube Industries Ltd industry is concerned. This technique was used since the members have rich and deeper information.

3.4 Data Collection Procedures

The researcher obtained an introduction letter from the Graduate School of Kyambogo University introducing himself to the General Manager of Steel and Tube Industries Ltd, who then introduced him to one staff member to guide him obtain information from various sections of respondents in different sections. The researcher organized a period of one week within which data was collected.

3.5 Data Collection Methods

Data collection methods that were used included; questionnaire survey for quantitative data whereas interviewing for qualitative data as explained below:

3.5.1 Questionnaire

The researcher used the questionnaire survey because it is practical, large amounts of information were collected from a large number of people in a short period of time and in a relatively cost-effective way. Numerical or statistical data was obtained using this method. The results of the questionnaires were quickly and easily quantified by either a researcher or through the use of a software package that was analyzed more 'scientifically' and objectively than other forms of research. A questionnaire was used because it is cheap, it also allows in-depth research, to gain firsthand information (Bryman, 2013).

3.5.2 Interviewing

An interview is a conversation between two or more people where questions are asked by the interviewer to obtain facts or statements from the interviewee. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing the facial expression of the interviewees (Babbie, 2010). Interviews were personal interviews or face to face and were conducted with a selected few of the total number of respondents. The interview aid to collect descriptive data or qualitative data to complement data obtained using questionnaires.

3.6 Research Tools/Instruments

The data collection methods that were used include self-administered questionnaires, interview guides.

3.6.1 Questionnaires survey

The researcher used close-ended questionnaires (appendix 1) for all Steel and Tube Industries Ltd staff. The use of questionnaires enabled the researcher to collect sensitive data without fear as their personal identity was not required. This is supported by Amin (2005). He argues that questionnaires offered greater assurance of anonymity thus enabling respondents to give sensitive information without fear. Mugenda and Mugenda (2009) stated that questionnaires are used to obtain vital information about the population and ensure wide coverage of the population in a short time. In addition, Sekaran (2003) states that questionnaires are efficient data collection mechanisms where the researcher knows exactly what is required and how to measure the variables of interest. They are also less expensive, save time and they do not need many skills to administer them.

Rensis Likert's scale statement having five-category response continuums of 5-1 was used, strongly disagree (1), Disagree (2), Not sure (3), Agree (4), Strongly agree (5) with an assertion. In using this each respondent who selected a response most suitable to him/her in describing each statement and the response categories were weighed from 5-1 and average for all items were computed accordingly.

3.6.2 Interview guide

The interview guide (Appendix: II) was used to collect qualitative data that could not be collected using questionnaires. The use of an interview guide helped the researcher generate more information with greater depth on the various questions that were asked. Interviews allow face to face interaction with respondents. Interviews were used because they had the advantage of ensuring probing for more information, clarification and capturing the facial expression of the interviewees (Ragin, 2007). The interview guide was used to complement data obtained using questionnaires to meet the study objectives.

3.7 Validity and Reliability of Instruments

3.7.1 Validity

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Amin, 2005). Research tools were first prepared, presented to the supervisors who checked on their correctness. The supervisors' comments were used to improve the questionnaire by eliminating all errors. Pretesting of questionnaires also was done by administering questionnaires to 10 respondents from Roofings Limited. This helped to identify the gaps and make modifications accordingly.

The researcher used the formula below to establish the validity of the research tool;

Content Validity Index (CVI) = $\frac{Number\ of\ items\ rated\ relevant(a)}{Total\ number\ of\ items\ in\ the\ tool(b)} = \mathbf{0.759}$ (Table 3.4 below)

If the overall content validity is equal to an acceptable index of 0.7 or above then the instrument was accepted as valid (Amin, 2005).

3.7.2 Reliability

Reliability is the measure of the degree to which a research instrument yields consistent results after repeat. Qualitatively, the reliability of the instruments was established through a pilot test of the questionnaire to ensure consistency and dependability and its ability to tap data that would answer the objectives of the study. Cronbach's Alpha coefficient was used to measure the reliability of the instrument. According to Amin (2005), an alpha of 0.5 or higher is sufficient to show reliability the closer it is to the higher the internal consistency in reliability (Sekaran, 2003). The questionnaire was pretested using respondents from Roofings (U) limited and reliability were computed using Statistical Package for Social Sciences (SPSS)and scores were evaluated as below;

Table 3: Cronbach's Alpha coefficients and CV for the variables under study

Variable	Anchor	Cronbach Alpha Coefficient	Content Validity Index
Discovering potential customer needs	5 Point	.728	.812
Competitors' analysis	5 Point	.756	.732
Recognize new areas for expansion	5 Point	.767	.743
Sales performance of Local Iron and Steel Industries in Uganda	5 Point	.715	.750
Overall average		**0.742**	**0.759**

Source: Primary data (2019)

3.8 Data Sources

Data sources included primary and secondary data sources.

3.8.1 Primary data Collection

Primary data was obtained by the use of questionnaires with both closed-ended questions and interview guide.

3.8.2 Secondary Data

This is any published work that is one step moved from the original source and this was obtained from documents within the organization. The study also involved carrying out library and office research where secondary sources about the research questions were considered. These included Audited books of accounts of Steel and Tube Industries Ltd, budget reports,

newspapers and public standing orders, procurement plans, strategic plan. Document analysis of the various marketing research documents covering the study period and analysis of departmental reports on the sales performance of Steel and Tube Industries Ltd.

3.9 Data Analysis

Data collected was edited manually, coded, tabulated and processed using Statistical Package for Social Science.

3.9.1 Quantitative Data Analysis

Before data analysis, the researcher inspected the survey data for missing, incomplete, or unusual information. In the event of missing or erroneous data, the researcher employed data cleaning which is important in statistical analyses, especially in regression analysis.

Quantitative data were analyzed using simple regression. This is an appropriate method of statistical analysis when one dependent variable (sales performance of iron and steel industries) and the predictor variables (growth in market share, expansion of outlets and sales volume are to be examined (Seng, 2016 & Schofield, 2015). Therefore, multiple regression is the appropriate data analysis method for the study for which analysis of variance (ANOVA) was used. However linear regression analysis was used for each objective to predict the effect of one independent variable on the dependent variable (Bedford & Malmi, 2015). An ANOVA is appropriate when the criterion variable is quantitative and continuous, but predictor variables are categorical (Nunnemacher, 2016 & Weber *et al.,* 2015). Multicollinearity exists when two or more predictor variables linearly correlate, indicating the lack of independence between variables (Kristensen & Israelsen, 2014). The most common test for multicollinearity is a check for a high R^2 value where $p < .05$ is as an acceptable level of statistical significance (Luft & Shields, 2014).

Results were interpreted using descriptive statistics to interpret the inferential statistics of the regression analysis such as measures of central tendency like mean and standard deviation and variability of variables (Verbeke & Yuan, 2013).

3.9.2 Qualitative data analysis

The information obtained was sorted and grouped into sub-themes in line with the study objectives. Qualitative data was used to complement quantitative data obtained using questionnaires (Cohen, 2011). The reasons for performing qualitative data analysis is to explore the challenges staff experience in handling marketing research which affects sales performance of local iron and steel industries in Uganda. And above all the Sales performance of Local, Iron and steel industries in Uganda statistics were explained qualitatively to give a clear understanding and meaning of the study results.

3.10 Measurement of variables

The variables were measured using the five Likert scale. The different variables were measured at different levels. The Nominal Scale was assigned to different variables to serve as its value in order to create a difference or similarity.

The dependent variable in this study is sales performance of local iron and steel industries and was measured by growth in market share, expansion of outlets/ retailers branches and sales volume. The independent variable is marketing research and this was measured by discover potential customer's needs, competitor's analysis, recognize new areas for expansion.

3.11 Ethical considerations

The researcher considered the research values of voluntary participation, anonymity, and protection of respondents from any possible harm that may arise from participating in the study.

Thus the researcher introduced the purpose of the study as a fulfillment of a Masters' study program and not for any other hidden agenda by the researcher. The researcher requested respondents to participate in the study on a voluntary basis and refusal or abstaining from participating were permitted. The researcher also assured the respondent's confidentiality of the information given and protection from any possible harm that could arise from the study since the findings were used for the intended purpose only.

3.12 Limitations of the study

Some respondents had no willingness to give complete information as they look at research as a threat to the institutional status and wastage of their time. The researcher endeavored to make his questions and interview as objective as possible and also to avoid misleading questions.

3.13 Area of study

The boundaries within which the researcher conducted the study were wide in such a way that, narrowing down the study to suit the researcher's ability was not easy. The researcher, however, used an appropriate sampling technique convenient for the research by choosing one iron and steel firm out of the 24 iron and steel firms in Uganda and later generalize the findings.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study about the effect of Marketing Research and Sales performance of Local Iron and Steel Industries in Uganda: A Case Study of Steel and Tube Industries Ltd. The findings were established based on the study objectives presented earlier in chapter one and answering questionnaires and interview results obtained from the field.

4.1 Response Rate

Data on overall response rate is as presented below;

Table 4: Illustrating the response rate

Tool	Target sample	Actual sample	Percentage
Questionnaire	121	89	73.6
Interview guide	19	14	73.7
Total	**140**	**103**	**73.6**

Source: *Primary Data (2019)*

A total of 121 questionnaires were distributed among Marketers and sales personnel and Supervisors of which 89 were returned. This gave a response rate of 63.4%. Unstructured interviews were also administered among Heads of Departments and Directors who were 19 respondents out of which only 14 participated in the study. Overall response rate 103 respondents out of 140 representing 73.6%. An analysis was conducted on the justification of

this rate which showed that it was well above 50% which is acceptable as argued by Amin (2005).

4.2 Background Information of the Respondents

The demographic characteristics about the respondents involved in the study included: Gender, Age, Education level and Period of service at STIL as presented below:

4.2.1 Gender

The respondents were requested to indicate their gender. This was expected to guide the researcher on the conclusions regarding the degree of congruence of responses with the gender characteristics of marketing research and the sales performance of local industries in Uganda. The findings of the study are presented in the figure below.

Table 5: Gender Distribution of the respondents at Steel and Tube Industries Ltd

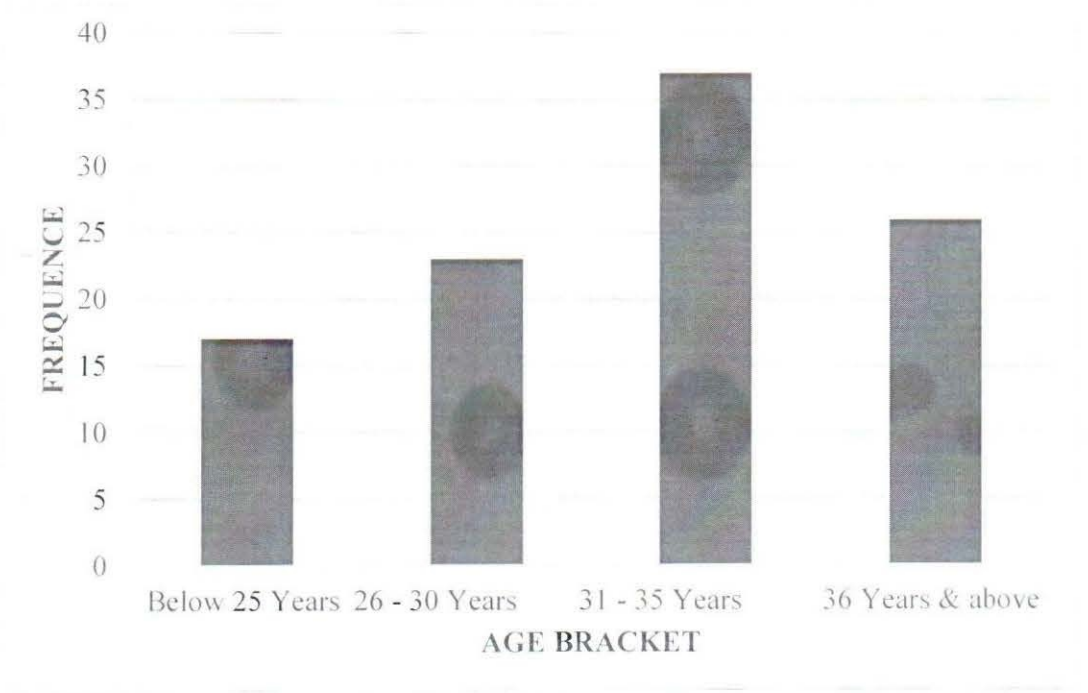
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	69	66.9	66.9	66.9
Female	34	33.1	33.1	100.0
Total	**103**	**100.0**		

Source: Primary Data (2019)

The findings as shown in Table 4.2 reveal that majority of the respondent were male represented by 66.9% while female consisted of 33.1%. The findings indicate that the majority of the respondents were males although obtaining data from both sexes helped to obtain objective data.

4.2.2 Respondents' Age Bracket

The researcher sought to discern the age category of the respondents. This was expected to guide the researcher on understanding the most active age group in regards to marketing research and Sales performance of Local Iron and Steel Industries in Uganda.



Source: Primary Data (2019)

Figure 7: Bar Chart illustrating the age bracket of the respondents at STIL

The bar chart above illustrates that the majority of the age group 35.9% were of the age of 31 - 35 Years. This was followed by the age group of 36 Years and above who comprised of 25.2%. The age groups of 26 - 30 Years and below 25 Years had 22.3% and 16.5%.

4.2.3 Educational Level

In a bid to elicit data about the educational level of the respondents, the researcher administered research tools which revealed their qualifications as presented below;

Table 6: Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	19	18.4	18.4	18.4
Bachelor's Degree	69	67.0	67.0	85.4
Postgraduate	15	14.6	14.6	100
Total	**103**	**100**	**100**	

Source: *Primary Data (2019)*

The findings in Table 4.3 indicate that majority 67.0% of the respondents were first-degree graduates, 18.4% were diploma holders whereas 14.6% had masters' degree. All staff was found to be elites therefore, provided information based on the academic knowledge, skills and experience they had gained in marketing research and Sales performance of Local Iron and Steel Industries in Uganda.

4.2.4 Period served at STIL

The respondents were asked to indicate the number of years they had worked in the organization. This was expected to help the researcher know the kind of experience the directors and senior managers had and how effective they would be able to give information about the institution. The findings are shown in Table 4.4 below;

Table 7: Length of Service at STIL

Age bracket	Frequency	Percent	Valid Percent	Cumulative Percent
5 years and below	17	16.5	16.5	16.5
6 – 10 years	32	31.1	31.1	4.76
11 - 15 years	38	36.9	36.9	84.5
above 15 years	16	15.5	15.5	**100.0**
Total	**103**	**100**	**100**	

Source: *Primary Data (2019)*

From Table 4.4 above, 16.5% of the respondents had worked at STIL for a period less than 5 years, majority of the respondents 36.9% had worked in the institution between 11 and 15 years, while 31.1% had worked between 6 and 10 years and 15.5% had served STIL for over 15 years. The findings, therefore, imply that the majority of the respondents had worked in the institution for a considerable period of time and thus were familiar with the marketing research strategies and their corresponding effect on sale performance at STIL.

4.3 Descriptive findings on discovering potential customer needs at STIL

In a bid to establish the level at which STIL encouraged discovering potential customer needs, the study required the respondents to indicate the extent to which they either agreed or disagreed to some of the items chosen in the study and the findings are presented in Table 4.5 below.

Table 8: Descriptive statistics on discovering potential customer needs STIL

S/N	Descriptive Statistics	Response	
		Mean	SD
B1.	Steel and Tube Industries Ltd provides its customers with products which fulfill their desires	2.47	1.610
B2.	Steel and Tube industries Ltd provides a product design that is relatively easy and intuitive to use	2.44	1.562
B3.	Steel and Tube Industries Ltd employees give empathy to their clients	2.49	1.494
B4.	Steel and Tube Industries Ltd offers fair prices to their customers	2.62	1.645
B5.	Steel and Tube Industries Ltd conducts customer needs analysis	2.68	1.678
B6	Steel and Tube industries Ltd is acquainted with market knowledge to discover potential customer needs.	2.54	1.486
B7	Steel and Tube Industries Ltd provides the real value of their products to their consumers	3.34	1.499
B8	Steel and Tube Industries Ltd make very little promotional efforts in areas where product category has a low penetration level.	2.37	1.399
	Overall average mean and SD	**2.62**	**1.547**

Source: primary data (3019)

Table 4.5, explores the level of discovering potential customer needs at Steel and Tube Industries Ltd. Results showed that Steel and Tube Industries Ltd provide its customers with products that fulfill their desires (Mean=2.47, S. D=1.610). Respondents also disagreed that STIL provides a product design that is relatively easy and intuitive to use (Mean=2.44, S. D=1.562). Respondents further disagreed that Steel and Tube Industries Ltd employees give

empathy to their clients (Mean=2.49, S. D=1.494). The study also found out that respondents were disagreeing as to whetehr Steel and Tube Industries Ltd offers fair prices to their customers (Mean=2.49, S. D=1.40). Respondents also disagreed that, Steel and Tube conducts customer needs analysis to develop valuable products and branding to their clients (Mean=2.62, S. D=1.645). Results showed that Steel and Tube Industries Ltd is not acquainted with market knowledge which facilitates the company to discover potential customer needs for sales performance. (Mean=2.68, S. D=1.678). The study also found out that Steel and Tube Industries Ltd provide the real value of their products to their consumers (Mean=3.34, S. D=1.499). Findings also revealed that, Steel and Tube Industries Ltd make very little promotional efforts in such geographic areas where product category as a whole, has a low penetration level (Mean=2.37, S. D=1.399). The overall mean was 2.65 on the Likert scale as indicated in Table 4.5 which implies that majority of the respondents disagreed that the STIL was slow in adopting and adhering to discovering potential customer needs.

4.4 Descriptive findings on competitors' analysis at STIL

The Study also was interested in discovering the extent to which competitors' analysis was applied at STIL. The findings are presented as follows;

Table 9: Descriptive results on competitors' analysis at STIL

S/N	Response	Response	
		Mean	SD
C1	Steel and Tube Industries Ltd offers similar products to the same customers at similar prices as its competitors	2.26	1.298
C2	Steel and Tube Industries Ltd assesses and analyzes its objectives, strategies, strengths, and weaknesses as well as their competitive reactions	2.60	1.476
C3	Steel and Tube Industries Ltd learn about their competitors' opportunities and threats	3.06	1.649
C4	Steel and Tube Industries Ltd strives to maintain her Brand name & goodwill	3.18	1.701
C5	Steel and Tube Industries Ltd has good sales techniques and abilities to customize client needs	2.87	1.639
C6	My company conducts a lot of market research to understand why non-customers do not use steel's products.	2.75	1.509
C7	Steel and Tube Industries Ltd regularly analyzes data expenditure patterns in a bid to produce satisfaction of various needs.	2.27	1.356
C8	Our company continuously designs and packages products usable by customers with a very low level of knowledge and skills	2.19	1.363
	Overall mean	**2.65**	**1.499**

Source: Own computation based on survey data (2019)

Table 4.6 revealed that, Steel and Tube Industries Ltd does not offer similar products to the same customers at similar prices as its competitors (Mean=2.26, SD=1.298). Respondents also disagreed that at Steel and Tube Industries Ltd there was no analysis of objectives, strategies, strengths, and weaknesses of competitors (Mean=2.60, SD=1.476). Respondents further agreed that Steel and Tube Industries Ltd learn about their competitors' opportunities and threats (Mean=3.06, SD=1.649). The study also found out that, Steel and Tube Industries Ltd has good sales techniques and abilities to customize client needs (Mean=3.18, SD=1.701).

In addition, respondents also disagreed and on average indicated that STIL does not conduct a lot of market research to understand why non-customers do not use its products. (Mean=2.87, SD=1.639). Results showed that Steel and Tube Industries Ltd does not regularly analyze data expenditure patterns in a bid to produce satisfaction of various needs (Mean=2.19, SD=1.363). Results also indicated that STIL continuously designs and packages products with a very low level of knowledge and skills (Mean=2.19, SD=1.363). The overall mean was 2.65 on the Likert scale as indicated in table 4.6 which implies that the majority of the respondents disagreed that competitors' analysis was applied at of Steel and Tube Industries Ltd.

4.5 Descriptive findings on the extent to which STIL encouraged recognizing new areas

In bid to elicit data about the effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd, the researcher administered research tools whose findings about the extent to which respondents; Strongly disagreed (1), Disagreed (2), were not sure (3), Agreed (4), Strongly agreed (5), were presented as in the Table 7 below;

Table 10: Descriptive results on recognizing new areas at STIL

S/N	recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd	Descriptive statistics	
		Mean	SD
D1.	Steel and Tube Industries Ltd produces products aimed at converting noncustomers into customers	2.62	1.370
D2.	Steel and Tube industries Ltd has strategy of attracting new customers and increasing usage of specific products	2.83	1.596
D3.	Steel and Tube Industries Ltd targets under-served market to reap the benefits at their cost	2.34	1.419
D4.	Steel and Tube Industries Ltd market expansion is based on social and environmental sustainability	2.72	1.463
D5.	Steel and Tube Industries Ltd promotes purchase and usage rate of its products	3.63	1.551
D6.	Steel and Tube Industries Ltd s' market size is determined by needs and wants of the customers	3.94	1.319
D7	Our company targets non-customers of the industry's products	1.008	0.004
D8	Steel and Tube Industries Ltd targets untapped segments, and non-customers in tapped segments	2.33	1.701
	Overall average	**2.677**	**1.303**

Source: Own computation based on survey data (2019)

Table 4.7 indicates the results on respondents' perception of the level at which discovering new areas for expansion was applied at STIL. Table 4.7 Results revealed that Steel and Tube Industries Ltd does not produce products that aid in converting noncustomers into customers (Mean=2.62, SD=1.370). Respondents also disagreed on whether STIL had a strategy of attracting new customers or increasing usage of existing customers of a specific product category (Mean=2.83, SD=1.596). Respondents further disagreed that Steel and Tube Industries Ltd targets under-served market to reap the benefits at their cost (Mean=2.34,

SD=1.419). The study also found out that, Steel and Tube Industries Ltd market expansion is not based on social and environmental sustainability (Mean=2.72, SD=1.463). Respondents also agreed that Steel and Tube Industries Ltd kinds of beliefs and value systems promote the frequency of purchase and usage rate of its products s (Mean=3.63, SD=1.463). Respondents also agreed that Steel and Tube Industries Ltd s' market size is determined by the needs and wants of the customers that are backed by their purchasing abilities (Mean=2.33, SD=1.701). Respondents further agreed that (Mean=2.19, SD=1.639). Respondents also disagreed when asked if STIL targets non-customers of the industry's products (Mean=2.59, SD=1.509). Results showed that Steel and Tube Industries Ltd does not target untapped segments, and non-customers in tapped segments Mean=2.73, SD=1.356). The overall mean was 2.677 on the Likert scale as indicated that majority of the respondents disagreed that STIL did not adequately recognize new areas for expansion on the sales performance of iron and steel products.

4.6 Descriptive findings on Sales performance of Steel and Tube Industries Ltd

The respondents were also required to indicate their perception of the sales performance of Steel and Tube Industries Ltd basing on the statements in Table 4.11 that were put on a five-point Likert scale with 1 indicating strongest agreement while 5, representing strong disagreement. The interpretation of the results is based on the mean and the S.D whose responses were computed and summarized in Table 8.

Table 11: Descriptive results on sales performance of Steel and Tube Industries Ltd

S/N	Statement	Mean	S.D
E1	Steel and Tube Industries Ltd growth in market share is appeasing	2.47	1.61
E2	Our company has various outlets for wholesalers and retailers national wide	2.44	1.56
E3	Steel and Tube Industries Ltd has diversified products adopted by new and existing clients	2.62	1.64
E4	The company's sales revenue is satisfactory	2.68	1.67
E5	Steel and Tube Industries Ltd registers a steady continuous sales growth rate over the years	2.54	1.48
E6	Our sales to marketing expenses ratio are low	3.34	1.49
E7	Profit margin is sufficient and desirable	2.37	1.39
	Overall average mean	**2.64**	**1.55**

Source: *Analysis of Field Data, (2019)*

The overall mean was 2.64 on the Likert scale as indicated in Table 4.8 which implies that the majority of the respondents refuted that Sales performance of Steel and Tube Industries Ltd had been continuously improving. It was however observed that there was a notable variation on how respondents perceived various items that were chosen for the study. For instance, majority of the respondents perceived the sales to marketing expense ratio to be low with Mean score of 3.34 which ranked the highest. Respondents who perceived the growth in market share of STIL to be appeasing recorded a mean score of 2.67 and SD=1.61. The respondents also disagreed that STIL had various outlets for wholesale and retail national wide (Mean=2.44, SD=1.56). In relation to whether STIL had diversified products, majority of the respondents disagreed with mean score of 2.62. The respondents are also observed to be disagreeing when asked if the sales revenue was satisfactory (Mean=2.68, SD=1.67). In addition, the respondents on average also disagreed when asked if STIL registers steady growth in sales (Mean=2.54).

Table 4. 1: Linear regression results

Regression Analysis was used to establish the effect of independent variable dimensions of Discovering new customer needs, Competitor analysis and recognizing new areas on sales performance of Steel and Tube Industries Ltd. The results are therefore presented in the models below.

Table 12: The effect of discovering potential customers needs on sales performance of STIL.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.829[a]	.687	.625	.590	358.454	.000

a. Predictors: (Constant), discovering potential customer needs

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.660	.192		3.440	.001
	Discovering potential customer needs	.993	.052	.910	18.933	.000

a. Dependent Variable: Sales performance

Table 4.9 above shows that predictor variables of discovering potential customer needs explain 62.5% of variations in sales performance at STIL. Discovering potential customer needs (independent variable) has a significant effect on sales performance at STIL. According to the

table above the effect discovering potential customer needs at sales performance at STIL was established that (β = .993, t = .3.440 P<0.005) sales performance at STIL.

This implies that any effort taken to discover potential customer needs will enhance sales performance by 0.993 at Steel and Tube Industries Ltd. A unit change in discover potential customer needs attributes to a change in sales performance by 0.993. These findings are also backed by the evidence presented in the results that the modal is a good fit and significantly explains the variances in sales performance as a result of the discovery of potential customer needs (F=358.454, P value<0.01).

Table 13: Linear Regression model for competitors' analysis and the sales performance of Steel and Tube Industries Ltd.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.872[a]	.760	.715	.450	859.528	0.000

a. Predictors: (Constant), competitors' analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.148	.101		1.463	.148
	competitors' analysis	1.043	.036	.960	29.318	.000

a. Dependent Variable: the sales performance of Steel and Tube Industries Ltd

Competitors' analysis (independent variable) has a significant effect on the sales performance of Steel and Tube Industries Ltd. According to the table above the effect of **competitors' analysis at STIL was established (β= 1.043). This implies that the effective implementation of competitors' analysis** will enhance the sales performance of Steel and Tube Industries Ltd. A unit change in **Competitors' analysis leads** to a change in sales performance by 1.043

The findings show that the model fits well the data and presents the evidence that competitor analysis is a good predictor of sales performance (F=859.528, p-value<0.01). It is observed from the table that competitor's analysis predicts changes in sales performance by up to 71.5% (adjusted R^2 =.715).

Table 14: The effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.814[a]	.663	.619	.440	1056.154	0.000

a. Predictors: (Constant), **recognizing new areas**

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.254	.088		2.871	.005
	recognizing new areas	.988	.030	.967	32.499	.000

a. Dependent Variable: **sales performance**

Table 11 above shows that predictor variables of recognizing new areas explain 61.9% of variations in sales performance at STIL. Recognizing new areas (independent variable) has a significant effect on sales performance at STIL. According to the table above the effect of recognizing new areas on sales performance at STIL was established at ($\beta = .988$). This implies that any effort taken in recognizing new areas needs will enhance sales performance by 0.988 at Steel and Tube Industries Ltd.

These findings are also backed by the evidence presented in the results that the model is a good fit and significantly explains the variances in sales performance as a result of recognizing new areas ($F=1056.154$, P value<0.05).

CHAPTER FIVE

DISCUSSION OF FINDINGS, SUMMARY, CONCLUSIONS, RECOMMENDATION, AND SUGGESTIONS FOR FURTHER RESEARCH

5.0 Introduction

This chapter presents a discussion of the major findings, a summary of the findings, conclusions, recommendations based on the study findings in chapter four and answering the objectives of the study spelt out in chapter one. The suggestions for further research are also provided.

5.1 Discussion of the Major Findings

5.1.1 The influence of discovering potential customer needs on the sales performance of Steel and Tube Industries Ltd

Results in Table 4.9 revealed that discovering potential customer needs positively affects sales performance and therefore 62.5 % variations in sales performance is explained by discovering potential customer needs. However, it was found out that STIL was slow at adapting and adhering to potential customer needs. The findings of the study were found to be in agreement with the general marketing debate that failure and delay to discover potential customer needs would have a negative effect on sales performance of firms which was not the case at Still and Tube Industries Limited.

The interview results also tend to concur and giving a strong support to the argument that discovering potential customer needs have a positive effect on sales performance. In the interview this is what the sales manager had to say.

Over the years we have been putting money a side during our budgeting process aimed at Research and Development of which our main target was to understand what our customers wanted. This created a difference in our sales performance. We understood our customers taste and preferences which helped us match our production with their requirements. However, due to environmental changes for instance the government of in 2013 introduced so many changes such as which forced us reduce on our budgets. Ever since then our sales performance has not been stable.

Relatedly, Kotler & Armstrong, (2012) also revealed that customer needs analysis is used in product sales performance to provide an in-depth analysis of the customer which ensures that the product or message offers the benefits, attributes, and features needed to provide the customer with value. The study results further indicated that Steel and Tube Industries Ltd provided its customers with products that fulfill their desires to a moderate level. This can be seen in the interview findings where the sales manager indicated that;

Our central challenge today is to match our production to the customized needs of some of our customers. Customers prefer products that satisfy their desires yet we at STIL find it easy to discover the customer needs before production. This has made us lose some of our customers.

The finding concurs with Theodossiou & Kourti, (2007) who provided that conducting market research helps a firm understand its customers and their preferences (4 P's). This is in terms of profiling customers (location, age, gender and income level). Hence the Needs to link markets to client wants and demands, Products, Value and satisfaction, Exchange, transactions and relationships, for the sales performance of the iron and steel industry.

The study is also in agreement with Al-Shatanawi, Osman & Suberi 2014) who established that if a company is truly market-oriented, it will focus its attention and activities on its customers and their expectations. The scholars add that the actions of such a company arise directly from its customers' needs and wants. The finding is also in agreement with the study by Van & Fok (2009) who revealed that discovering potential customer needs is often related to this belief as to the marketing concept, which says that the best way for a firm to accomplish its goals over

the long run is to choose a group of customers and to do a better job than competitors in satisfying the needs of those customers.

The findings also indicated that STIL made little promotional efforts in such geographic areas where product category as a whole, had low penetration level. Table 4.8 indicated covering potential customer needs to explain 62.5% of variations in sales performance at STIL. This implies that adequate discovery of potential customer needs will enhance sales performance at STIL.

5.1.2 The effect of competitors' analysis on the sales performance of Steel and Tube Industries Ltd

The findings in Table 4.7 revealed that 71.5% variations in sales performance is explained by competitor analysis. This implied that competitor analysis is a good predictor of sales performance of Iron and Steel Industries. Although Steel and Tube had low measure to carry out competitor analysis, it is observed that sales performance would be boosted by any effort to enhance competitor analysis. Many firms have been pushed out of the market because of inability to match their rival firms. This is a clear indication of how relevant organizations have to put into consideration competitor analysis. This therefore backs the findings of the study. The finding is in line with Thakur, (2010) who revealed that whether or not a competitor can carry out its objectives and strategies depends on its resources and capabilities. For this reason, the analysis of the corresponding strengths and weaknesses constitutes key information for a firm analyzing its competitors.

In relation, the sales manager opinion when asked had this to say;

> *We greatly value our competitors, we have put various measures to understand our competitors such as Tembo Steels (U) Ltd and Roofings Ltd who are our strongest competitors in the industry. For instance, we introduced a*

benchmarking system where we try to benchmark our rivals, their prices, quality of their products and many others. We carry our SWOT analysis of our competitors so as to understand their strength, weaknesses, and opportunities together with the threats that exist in the external environment. However, the whole process sometimes is affected by limited resources. Today we attribute our performance to the ability to match our competitors

The finding is supported by earlier scholar's findings such as Newton & Newton, (2013) who posit that through competitor analysis, firms identify who their key competitors are, develop a profile for each of them, identify their objectives and strategies, assess their strengths and weaknesses, gauge the threat they pose and anticipate their reaction to competitive moves.

In line to this, the sales manager also had this to say;

We offer similar products to the same customers in the iron and steel industry at similar prices as its competitors. We compete for production and sale of Galvanised and colour coated steel products with Roofings Uganda Ltd, Uganda Baati, which we are now making on the ground. The fact that steel is utilized by all types of industries whether big or small, the iron and steel industry is flooded with over 23 competing firms. However, the win-win situation lies in STIL strategy to focus on producing and supplying high-quality steel over and above our competitors to boost sales performance. Hence to compete favourably among the 23 steel firms, STIL adopted both offensive and defensive marketing strategies in a bid to develop.

The finding concurs with Kokemuller (2019) who provides that the offensive strategy context allows firms to move quickly and exploit opportunities and capitalize on strengths. Similarly, Dälken (2014) adds that conversely, the defensive strategy context allows them to more effectively counter the threat posed by rival firms seeking to exploit the firm's own weaknesses. The study results also indicated that the company conducts marketing research to understand why non-customers do not use steel's products.

5.1.3 The effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd.

The study findings revealed that recognition of new areas affects sales performance of STIL. It further indicates 61.9% variations in sales performance is explained by discovering new areas. STIL applies diversification strategy and expansion strategy as the strategies to reach majority of the customers nationwide. However, it was found out that despite the interest to apply those strategies, STIL was slow in the implementation.

This was supported by interview findings where the general manager revealed that;

> *At STIL we supply our products in all regions of Uganda and the East African region and we provide Ugandan goods duty-free access to the US market and every year the company offers opportunities to diversify exports to enter new markets. However, we have not adequately recognized very many new areas for expansion which curtailed our ability to enforce sales performance.*

The finding also receive support from Kotler & Keller (2007) whose findings revealed that recognizing new areas for expansion attracts new customers or increases usage of existing customers of a product category.

The sales manager also in an interview revealed that;

> *STIL had new outlets discovered as a potential for satisfying customer needs to bid its sales performance. These included; Nalukolongo Outlet, Nakasero Outlet, Bwaise Outlet and Lira Outlet in addition to the corporate office at Deals House, Jinja Road, Nakawa Industrial Area, and the industrial set up at Namanve Industrial area". He added that, STIL has not yet covered even a quarter of its targeted market.*

5.2 Summary of the findings

5.2.1 The influence of discovering potential customer needs on the sales performance of Steel and Tube Industries Ltd

Based on the discussion of findings, STIL had only four outlets which included; Nalukolongo outlet, Nakasero outlet, Bwaise outlet and Lira outlet in addition to the corporate office at Deals House, Jinja Road, Nakawa Industrial Area, and the industrial set up at Namanve Industrial area". STIL is slow at adopting and adhering to potential customer needs and wants which retarded its sales performance. Failure and or delay to discover potential customer needs made STIL remain uncompetitive in appeasing customer with products such as; galvanized iron sheets, mat-tiles sheets, hollow sections, expanded metals, bottle sections, fascia boards. This hampered the regular and continuous supply of raw materials from reputable steel mills of South Africa, Taiwan, India and Japan

5.2.2 The effect of competitors' analysis on the sales performance of Steel and Tube Industries Ltd

STIL conducted customer analysis and identified that Roofings Uganda Ltd, Uganda Baati Steel Rolling Mills and Madhivani were its major competitors in the iron and steel industry of over 23 firms. STIL found out that its products are also ousted by continuous dumping of low-quality materials by foreign steel manufacturers such as China. Competitors' strategies at STIL encompass product quality, product features and product mix, target marketing and positioning, customer service, pricing policy, distribution coverage, sales force strategy, advertising and sales promotion programs, research and sales performance (R&D), manufacturing, purchasing, financial and marketing strategies (4Ps: Product, Price, Promotion and Place/Distribution. However, competitors' analysis did not greatly promote the sales performance of Steel and Tube Industries Ltd. STIL's sales performance remained below the industrial average due to low local demand for iron and steel products in Ugandan where consumption of steel per capita currently stands at around 15 Kg/Capita per annum.

5.2.3 The effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd

STIL supplies its products in all regions of Uganda and the East African region. STIL further supplies duty-free products to the US market through exports as the new markets. However, this was viewed to account for only 5% of the market. Hence STIL did not adequately recognize new areas for expansion which curtailed the ability to enforce sales performance of her iron and steel products. STIL targets serving under-served market to reap the benefits such as supplying iron and steel products to the reconstruction of the new Nile dam in Jinja, Karuma Dam, standard gauge railways works and other infrastructure sales performance projects. STIL does not target the whole market segment for sale of Galvanised and colour coated steel products due to the shortage of scrap- the major raw material, frequent break down of old equipment and lack of proper technical skills among workers. Additionally, still lacks financial support to the tune of US$7.2m (Ugx 25b), to raise their capacity to supply steel for specifications of the SGR.

5.3 Conclusions

The study demonstrated evidence that marketing research significantly predicts the changes in sales performance. Specifically, the study found that discovering potential customer needs accounts for the variations in sales performance. It is also concluded that there was low effort at STIL on discovering potential customer needs.

The study also concludes that competitors' analysis predicts the variations in the sales performance of Steel and Tube Industries Ltd. Competitors' analysis has a significant effect on the sales performance of Steel and Tube Industries Ltd. This implies that the effective

implementation of competitors' analysis will enhance the sales performance of Steel and Tube Industries Ltd.

Based on the need to establish the extent to which sales performance depends on recognizing new areas, the study concluded that Recognizing new areas has a significant effect on sales performance. This implies that any effort STIL puts in place to effectively recognize new areas would enhance sales performance at STIL.

5.4 Recommendations for the Study

Based on the finding of the study that demonstrated evidence that identifying potential customer needs significantly affects sales performance of STIL, the study recommends STIL to put in more effort to understand customer needs through involving into following activities such as training managers of STIL on customer behavior and customer relationship management so as to acquaint themselves with adequate marketing knowledge to better understand customer needs specifically with iron and steel materials. STIL should also employing marketing researchers and establishing independent departments at firm levels to specifically assess the current market requirements, the needs and wants of customers and how best this can be satisfied. This will help to revamp dumping, STIL to establish more outlets

Given the fact that competitor analysis significantly predicts variations in sales performance, the study recommends STIL to build competitor analysis strategies such as SWOT analysis on regular basis, Benchmarking and market intelligence to detect changes in the competitor's firms. STIL should therefore put much focus on product quality, product features and product mix, target marketing and positioning, customer service, pricing policy, distribution coverage, sales force strategy, advertising and sales promotion programs, research and sales performance (R&D) in bid to enhance sales performance.

Lastly, the study also found out that recognizing new areas was also a good predictor of sales performance, therefore the study recommends that STIL must search for new users by adapting market penetration strategy in a new-market segment strategy in different geographical areas. STIL should also set a department in charge of research and development so as to search for opportunities for expansion which would definitely increase the sales performance.

5.5 Areas for Further Research

Finally, further studies should be conducted in the following areas;

Another study can be conducted to examine the effect of financial distress on the sales performance of iron and steel firms in Uganda.

To assess the extent to which marketing research influences the financial performance of local industries in Uganda

Another study should be conducted to ascertain the relationship between the dumping of iron and steel products and the sales performance of local iron and steel firms in Uganda

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APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES MARKETING AND PRODUCTION

Dear Respondent,

I am **Masudi Ndizeyi,** a student at Kyambogo University pursuing a Master's Degree in Business Administration and. I am carrying out a study on ***"Marketing Research and Sales performance of Local Iron and Steel Industries in Uganda: A Case Study of Steel and Tube Industries Ltd "***. I am requesting you to read the given questionnaire and answer the questions that follow. The information you give will be treated with great confidentiality and will be used for academic purposes only.

Your cooperation in the matter will be highly appreciated.

Instructions

This questionnaire is divided into three sections A, B, and C. Please complete each section according to the instructions. Do not write your name to ensure complete confidentiality. Please respond to all the questions. Tick (√) where applicable.

Section A: Demographic Characteristics of Respondents

1.	Gender	a) Male	[ ]	b) Female	[ ]
2.	Age bracket	a) below 25 Years	[ ]	b) 26 - 30 Years	[ ]
		c) 31 - 35 Years	[ ]	d) 36 Years and above	[ ]
3.	Highest qualifications	a) Diploma	[ ]	b) Bachelor's Degree	[ ]
		c) Post Graduate	[ ]	d) Others	[ ]

4. Length of service at Steel and Tube Industries Ltd

a) 5 years and below [ ] b) 6 – 10 years [ ]

c) 11 - 15 years [ ] d) above 15 years [ ]

Section B: To examine the influence of discovering potential customer needs on the sales performance of Steel and Tube Industries Ltd

5. Which of the following statements explain "the influence of discovering potential customer needs on the sales performance of Steel and Tube Industries Ltd ". Please indicate the extent to which you strongly disagree (1), disagree (2), not sure (3) agree (4), strongly agree (5);

S/N	Statement	5	4	3	2	1
B1	Steel and Tube Industries Ltd provides its customers with products which fulfill their desires					
B2	My company provides a product design that is relatively easy and intuitive to use					
B3	Steel and Tube Industries Ltd employees give empathy to their clients					
B4	Steel and Tube Industries Ltd offers fair prices to their customers					
B5	Local firms conduct customer needs analysis to develop valuable products and branding to their clients					
B6	Local industries are acquainted with market knowledge which facilitates the company to discover potential customer needs for sales performance.					
B7	Steel and Tube Industries Ltd provides the real value of their products to their consumers					
B8	Steel and Tube Industries Ltd make very little promotional efforts in such geographic areas where product category as a whole, has low penetration level.					

Section C: To establish the extent to which competitors' analysis promotes the sales performance of Steel and Tube Industries Ltd.

6. Which of the following statements explain ***"To establish the extent to which competitors' analysis promotes the sales performance of Steel and Tube Industries Ltd."*** Please indicate the extent to which you strongly disagree (1), disagree (2), not sure (3), agree (4), strongly agree (5);

S/N	Statement	5	4	3	2	1
C1	Steel and Tube Industries Ltd offers similar products to the same customers at similar prices as its competitors					
C2	Steel and Tube Industries Ltd assesses and analyzes its objectives, strategies, strengths, and weaknesses as well as their competitive reactions					
C3	Steel and Tube Industries Ltd learn about their competitors' opportunities and threats					
C4	Steel and Tube Industries Ltd strives to maintain her Brand name & goodwill					
C5	Steel and Tube Industries Ltd has good sales techniques and abilities to customize client needs					
C6	My company conducts a lot of market research to understand why non-customers do not use steel's products.					
C7	Steel and Tube Industries Ltd regularly analyzes data expenditure patterns in a bid to produce satisfaction of various needs.					
C8	Our company continuously designs and packages products usable by customers with a very low level of knowledge and skills					

Section D: To assess the effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd

7. Which of the following statements explain "To assess the effect of recognizing new areas for expansion on the sales performance of Steel and Tube Industries Ltd ". Please indicate the extent to which you strongly disagree (1), disagree (2), not sure (3), agree (4), strongly agree (5);

S/N	Statement	5	4	3	2	1
D1	Steel and Tube Industries Ltd produces products that aim at improving the standard of living which aids in converting noncustomers into customers					
D2	My company has a strategy of attracting new customers or increasing usage of existing customers of a specific product category					
D3	Steel and Tube Industries Ltd targets under-served market to reap the benefits at their cost					
D4	Steel and Tube Industries Ltd market expansion provides social and environmentally sustainable					
D5	Steel and Tube Industries Ltd kinds of beliefs and value systems promote the frequency of purchase and usage rate of its products					
D6	Steel and Tube Industries Ltd s' market size is determined by needs and wants of the customers that are backed by their purchasing abilities					
D7	Our company targets non-customers of the industry's products					
D8	Steel and Tube Industries Ltd targets untapped segments, and non-customers in tapped segments					

Section E: Sales performance of Steel and Tube Industries Ltd.

8. Which of the following statements explain ***"The level of sales performance of Steel and Tube Industries Ltd"*** Please indicate the extent to which you strongly disagree (1), disagree (2), not sure (3), agree (4), strongly agree (5);

S/N	Statement	5	4	3	2	1
E1	Steel and Tube Industries Ltd growth in market share is appeasing					
E2	Our company has various outlets for wholesalers and retailers national wide					
E3	Steel and Tube Industries Ltd has a high number of employees and pays them better salary and wages above the industrial average					
E4	Steel and Tube Industries Ltd ha diversified products adopted by new and existing clients					
E5	The company's sales revenue is satisfactory					
E6	Our company registers a steady continuous sales growth rate over the years					
E7	Our sales to marketing expenses ratio are low					
E8	Profit margin is sufficient and desirable					

"Thank you very much for your co-operation and assistance"

APPENDIX B: INTERVIEW GUIDE FOR MANAGEMENT

1. What is the customer size of Steel and Tube Industries Ltd Industries?
2. What customer needs has Steel and Tube Industries Ltd Industries established?
3. What is the influence of discovering potential customer needs on the sales performance of Steel and Tube Industries Ltd?
4. Who are competitors of Steel and Tube Industries Ltd Industries Ltd?
5. How is Steel and Tube Industries Ltd able to conduct competitive analysis?
6. To what extent does competitors' analysis promote the sales performance of Steel and Tube Industries Ltd?
7. Does Steel and Tube Industries Ltd expand its market to both national and international levels?
8. What antecedents does Steel and Tube Industries Ltd consider before and after adopting expansion strategies?
9. What the effect is to recognize new areas for expansion on the sales performance of Steel and Tube Industries Ltd?

"Thank you for your Cooperation"

KYAMBOGO UNIVERSITY

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Office of the Dean, Graduate School

10th June 2019

To Whom It May Concern

RE: LETTER OF INTRODUCTION

Dear Sir/Madam,

This is to introduce **Mr. Masudi Ndizeyi** Registration Number **17/U/14442/GMBA/PE** who is a student of Kyambogo University pursuing a Masters Degree.

He intends to carry out research on **"Marketing Research and Development of Local Iron and Steel Industries in Uganda: A case study of Steel and Tube (U) Ltd."** as partial fulfillment of the requirements for the award of the Masters in Business Administration.

We therefore kindly request you to grant him permission to carry out this study in your institution.

Any assistance accorded to him will be highly appreciated.

KYAMBOGO UNIVERSITY
10 JUN 2019
OFFICE OF THE DEAN GRADUATE SCHOOL

Yours sincerely,

Assoc. Prof. Muhamud N. Wambene
DEAN, GRADUATE SCHOOL

4/06/2019

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