

**EFFECT OF MARKETING COMMUNICATION MIX ON SALES
PERFORMANCE OF SOFT DRINK COMPANIES IN DAR ES
SALAAM, TANZANIA**

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FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
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KENYATTA UNIVERSITY

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DECLARATION

I declare that this thesis is my original work and that to the best of my knowledge it has not been presented in any university or institution for an award.

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DEDICATION

I would like to dedicate this work to my parents Mr and Mrs Omary A. Seukindo, my siblings Ziada, Kulthum and Nasri Omary and my son Nabeel for their support financially and emotionally through my academic journey.

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OPERATIONAL DEFINITION OF TERMS

- Competition:** the act of rivalry between two or more participants acting autonomously to acquire a business of a third party (customer) by proposing the most favorable terms of business in which every business is seeking to get maximum sales, benefit and market share by offering possible combination of price, quality and services.
- Direct marketing:** a network structure of marketing which apply one or more promotion medium to influence a quantifiable reaction and or transactions at any situation. It uses mails, telephone, fax, email or internet.
- Distributors:** individuals or business entities that purchase the right to sell manufacturer products but do not have the right to use the manufacturer trade name, aiding the producer in promoting, selling, and distributing the goods to the consumers.
- Macro Environmental Factors:** external environmental forces with potential to influence a firm's decisions frequently and have an impact on the firm operations. They can be controllable or uncontrollable factors.
- Marketing Communication mix:** all strategies, approaches and tactics engaged in getting the preferred marketing message to the target audience through different media.
- Sales promotions:** incentives that manufacturers, retailers and wholesalers firms use to offer so that to change a brand's perceived price or value temporarily.
- Sales performance:** the measurement of the quantity or number of goods sold for a specific period of time in the company's operations.
- Soft drink:** a beverage that includes carbonated water, a sweetener and an essence. The sweetener may be corn syrup, sugar, fruit drink, high fructose and sugar substitutes and may also include caffeine, colorings, additives and other components.

ABBREVIATIONS AND ACRONYMS

AIDA	-	Attention, Interest, Desire, Action
CTI	-	Confederation of Tanzania Industries
LTD	-	Limited
METL	-	Mohamed Enterprises Tanzania Limited
MITM	-	Ministry of Industry, Trade and Marketing
P&G	-	Proctor & Gamble
PET	-	Polyethylene terephthalate
SBC	-	Seven Up Bottling Company
SMEs	-	Small and Medium Enterprises
SPSS	-	Statistical Package for the Social Sciences
SIDP	-	Sustainable Industries Development Policy
TICR	-	Tanzania Industrial Competitiveness Report
URT	-	United Republic of Tanzania

ABSTRACT

The most fundamental feature of any company is sales of their product(s) because it support any business' survival. Selling entails the use of advertising, sales promotions, publicity and direct marketing. Companies respond differently with their marketing communication mix decisions even when subjected to almost the same macro environmental factors. The macro environmental factors like competition and market factors facing the soft drink companies have not been addressed successfully due to changing global environment and development. The study sought to determine the effect of marketing communication mix on sales performance of soft drink companies and was directed by the following five specific objectives; to establish the effect of advertising on the sales performance of soft drink companies in Tanzania, to determine the effect of sales promotion on the sales performance of the soft drink companies in Tanzania, to determine the effect of direct marketing on the sales performance of soft drink companies in Tanzania, to examine the effect of publicity on the sales performance of soft drink companies in Tanzania and the fifth objective was the moderating effect of the macro environmental factors on the relationship between marketing communication mix and sales performance of the soft drink companies in Tanzania. The study used the Response Hierarchy theory, Porter's 5 Forces theory and AIDA model, to guide the study. The study adopted explanatory and descriptive research designs. The target population for the study was 37 soft drink companies in Dar es Salaam, Tanzania and a census survey was used to select the target population. Structured and unstructured questionnaires were administered to the respondents. Descriptive and inferential statistics were used to analyze data of the study. Descriptive statistics included measures of dispersion and measures of central tendency, reliability of data collection instrument was measured by Cronbach Alpha and researcher ensured the 0.7 threshold was not exceeded. Inferential statistics at $p \leq 0.05$ significance level was used. Multiple regression analysis was applied to test the hypotheses. The results of the hypotheses tested indicate that only direct marketing had a statistically positive significant effect on sales performance. Sales promotion and publicity had a positive statistical insignificant effect on sales performance. However, the study found that there was a statistically negative insignificant effect of advertising on sales performance. The moderating variable, macro environment had a positive moderating influence on the relationship between the independent variables and the dependent variable. The study concluded that the macro environmental factors positively affect the relationship linking marketing communication mix and sales performance of soft drink companies in Dar es Salaam, and thus it is important that soft drink companies develop market communication strategies to adapt well to the macro environment and fit well in the market. The study suggests that future research should analyze specifically; impact of intergrated market communication mix or direct marketing technique in soft drink industry. Other researchers should consider non parametric tests as well as expansion of scope for generalizability.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Performance behavior is assessed on the basis of contributions it is able to create in the understanding of company's objectives (Asiegbu *et al.*, 2011; Johnson & Marshal, 2003). Sales performance is a degree of involvement of a company's sales functions to its corporate aims and objectives (Jackson *et al.*, 2004). One of the factors that comprise organization's external environment is market competition (Chong & Rundus, 2004). Companies are generally faced with different degrees of market competition and globalization has led to exposure of companies in developing countries to strong competition.

Marketing communication operates as a link between a seller or producer and a customer. The seller uses diverse promotional techniques to acquire the target market, depending on the features of the product, psychological opinion and point of view of the target audience (Lin & Chang, 2010). The reaction of customers to the marketing communication mix of a firm has continually been a concern of huge theoretical and practical value and that is why marketers at all times put great hard work to coordinate between an organization's marketing communication activities and sales performance for sustainability and growth of the firm (Matthyssens & Johnston, 2006). Due to complex and competitive business environments, demand changes constantly hence business entities have to enhance the levels of income by focusing attention on customer awareness and retention. Furthermore creating awareness and successive purchase is necessary for most organization achievement and continuing growth but the main challenge is to evaluate and assess the effect of their marketing communication work and their market outcome in the market (Okyere, Agyapong & Nyarku, 2011).

Marketing communications symbolize the state which organizations can launch a conversation with consumers and other stakeholders, about their goods or service contributions and/or other company matters (Keller, 2001). The significance of marketing communications has developed in recent years for numerous reasons. For instance, the development of new technology and viewers partition has primarily altered the marketing communication situation (Schultz, 1999; Low, 2000). The duplication of consumer

access, through customary and non-traditional media, have obligated businesses to consider alternatives to market communication that are a shift from mass communication (Kotler , Wong, Saunders, & Armstrong., 2005). Information from various medium channels integrate to be part of communication about a firm and its goods and service to consumers (Keller, 2001).

Performance of soft drinks companies in Tanzania has experienced a positive existing growth in 2014 regardless of current political insecurity concerns that have led to an increase in political heats in the country. Extended hot climate in the country, reasonably priced product and improved marketing activities by increasing market players also encouraged growth. The Tanzanian soft drinks market continues to witness a rise in growth from local manufacturers. Bakhresa group of companies expanded popularity in the soft drinks market with its initial product Azam; that has captured children and early adults market due to its quality, good delivery channels and customer friendly pricing. Mohamed enterprise (T) Ltd has coped to develop efficient distribution of its products, particularly in countryside areas where the Mo cola brand has benefited from popularity. With the increasing costs of living, Azam and Mo cola brands have enjoyed increasing sales due to their pricing approaches. (Manson, 2014)

According to MITM report (2010), for more than three decades, soft drinks giant Coca-Cola has governed the Tanzanian market with little competition from local players, example Bakhresa's Azam brand and Mohamed Enterprise mo cola brand. Due to real threat by main competitor Pepsi, Coca-Cola has introduced an active marketing promotion offering its products at a low-cost price. Despite other competitors such as Bakhressa Group, launching brand variants.

1.1.1 Marketing Communication Mix

Marketing communication mix are all methodologies, strategies and activities engaged in getting the wanted marketing messages to intentional target markets, despite of the media utilized. According to Kotler and Keller (2009), the marketing communication mix consists of six main approaches, even if other authors list further. These are personal selling, sales promotion, events and experiences (sponsorship), advertising, direct marketing, publicity and public relations. Those who practice advertising, direct marketing, branding, packaging, graphic design, publicity, public relations, sales, and sales promotion are expressed as marketing communicators, marketing communications

managers, or in brief as marcom managers (Graham *et al.*, 2006). However Gabriel (2005) proposed that co-conception and co-delivery of value directs to a greater stage of fulfillment and thus will enable promotion to be effective, interactive and persuasive because there is no meaning of creating the price without passing it on the customers. This research used five marketing communication strategies or tools which are advertising, sales promotion, publicity, direct marketing and personal selling techniques used in the promotion mix.

Marketing communication is acknowledged as the approach marketers use in an attempt to notify, convince and remind customers, at once or ultimately, about the brand or goods they offer for sale (Shimp, 2010). Marketing communications assist to define an organization's associations with consumers not just by the kind of messages exchanged, as well as by the choice of medium and occurrence to go with their customers' preference (O'Guinn *et al.*, 2006). One outcome of marketing communication is to decrease uncertainty about manufactured goods quality because this affects customers' indirectly in their selection judgments only in updating consumers' sensitivity about product quality. The implied outcome is likely to be greater for unaware customers than for well-informed consumers. Callen (2010) defines marketing communication as something an organization does that influences the behavior or perception of their customers.

The role of marketing communication is to influence a company's target market so that the consumers feel eager about what the company offers, therefore potential buyers become informed about the services or products as a result optimizing a company sales opportunities and proceeds (Shimp, 2010). According to Shimp there are five important factors in marketing communication; persuasion of the target audience to take action, goal orientation outcome expected from the marketing communication, contact points to any message that is received by the target audience, stakeholders/ opinion leaders that can influence the acquisition of goods and services as well as the success of an organization like member of staffs and the media, and also the message is either planned such as advertising and sales promotions or unplanned like employees attitude and exterior surrounding of the business. However marketing communications provide five key functions which are: provision of information, differentiating the product/service, stimulation of demand, highlighting the product's value, and modifying sales (Cialdini, 2013).

Agnihotri, *et al.* (2009) argued that marketing practice has changed its focus from distinct dealings to building relations; therefore salespeople would be capable to please their customers through communication competence and ability. Marketing managers ought to make sure their sales force is receptive about successfully communicating information and possess sufficient product information (Narayanan *et al.*, 2005). It is anticipated that consumers are not well informed about product value in the early stages of the introduction of a product, but they become better informed in due course. According to Narayanan (2005), the direct effect communication techniques directly influence consumers perception over the product and the indirect effect communication techniques affect the consumers indirectly such as to reduce uncertainty about a product quality. Therefore the indirect consequence plays an important function in the initial stages but not in subsequent stages.

Advertising is a reward form of non personalized communication about a business, product or idea by an acknowledged sponsor (Kotler & Armstrong, 2010). The paid aspect is significant since the space for the advertisement is bought. Advertising involves mass media (such as TV, radio, and magazines). By paying for the advertising space, a firm decides on what to say and, to some extent, the message to be conveyed. Where the message subject matches any specific desired brand for public, they customers get more information on it that result in positive response toward the goods (Praxmarer, 2009). The brand and company image can be enhanced if effective marketing communication is practiced (Kotler, 2006).

Personal Selling is a two-way stream of communication linking a consumer and a trader, designed to persuade an individual's or group's buying decision. It is a face-to-face contact with one or more potential buyers for the purpose of making presentations, responding to questions, and acquiring orders (Kotler, 2006). According to Jobber (2007), personal selling is the selling duty that involves face-to-face connection with a customer. Advantages of personal selling strategy entail the fact that a salesperson can manage the party to whom the presentation is done. Also the supplier can see or take notice of the prospective buyer's response to the message. If the response is unfavorable, the salesperson can amend the message hence it is flexible.

Publicity is a non personal, indirectly rewarded performance of a company, goods, or service. With publicity an organization has little control of what is said, its audience and timing of the communication. (Grasby *et al.*, 2000) describes publicity as utilization of

the medium to facilitate free reporting of stories linked to a product. Sales Promotion is a temporary inducement or enticement of value presented to stimulate curiosity in buying a product or service (Blythe, 2006). Coupons, samples, rebates, and sweepstakes are just a few examples of sales promotions. The advantage of sales promotion strategy is that the short-term manner of these programs such as a coupon or sweepstakes often stimulates sales for only a specific duration of time.

Direct Marketing is not just a technology but it is a process that does not simply seeks to make a sale, but also builds beneficial customer relationship. In doing this any channel may be used like direct mail, newspaper, magazines and matchbook covers (Nash, 2000). Direct Marketing applies direct communication with customers to create a feedback in the form of an order, a claim for further information, or a trip to a retail store. Direct marketing often consists of interactive marketing communication system which utilizes one or more promotion medium to present a measurable response or trade in every stage (Kotler, 2006). This presents adaptable way which can convey the message and target exceptional crowd of consumers in an efficient way (Hayter, 2005). It also has the benefit of being tailored to fit with the needs of specific target customers however direct marketing jointed with other marketing communication techniques, to raise value for customers (Currie, 2011).

The marketing communication strategies a firm can select for promoting its products depends on a variety of internal and external concerns. The internal factors incorporate the promotion objectives, the nature of the product and the budget allocated for marketing activities. The external factors consist of the legal environment (policy) governing the marketing activities of firms in their respective countries (Kotler, 2008).

1.1.2 The Macro Environment

The macro environment wherein soft drink manufacturers run has a number of unique characteristics such as the ability to market to consumers or sell to retailers through wholesalers, to use multiple distribution channels and must have the capability to communicate directly with retailers and seasonal demands. The significant challenge ahead of the soft drink industry is presuming how to attend to the public's hesitation with diet and general healthiness and wellness and also the soft drink industry is adjusting to new type of medium and endorsement, making use of the internet and social media in particular to communicate with their customers (Williams & Goldworthy, 2011).

Moreover innovation has been incorporated by most of the major company brands within the industry to accelerate growth, increase sales and market share in the market such as METL group has introduced among other several products a new carbonated soft drink called Portello and Maheu energy drink as part of the innovation progress in the industry. The population of Dar es Salaam is vastly growing with more economic activities and the climate is conducive for consumption of soft drinks refreshments at all time because of the hot weather in opposition to Mbeya region in the northern western part of the country which has cold climate and limited economic opportunities. However the market for such cut-price drinks like Mo cola and Azam cola drinks is growing in Tanzania is a demonstration of the financial realities challenged by the country's rising middle class consumer (Manson, 2014).

1.1.3 Sales Performance

Sales is the quantity of goods sold in number or amount of units during the normal operating times of a company (Moghareh , Ghazaleh & Haghighi., 2009). It is a total amount of aspects comprising gross sales, credit memos, income, delayed billings and delayed shipments (Smith & Rupp, 2003). Sales performance employs unprocessed information concerning the number of consumers' sales representative talks to compare with the quantity of actual sales. However it can signify the rate of customer loyalty to the business hence enhancing sales performance can automatically improve the number of loyal customers (McLelland, 2014). Fitzgerald and Moon (1996) suggested that performance is a multi aspect concept, amount with which fluctuate and depends on a diversity of reasons that encompass it (Fitzgerald, 1996). Palmer and Pels declared that marketing outcome construct are introduced in order to have an additional openly related marketing practice result (Palmer & Pels, 2003).

According to Salleh and Kamaruddin (2011) sales performance can be evaluated using a sales volume analysis, marketing cost analysis and profitability analysis whereby a sales volume investigation is conducted by a careful study of an organization's records of its profits and loss statement on the product lines, territories and key accounts of the customers. Marketing cost investigation is the survey of marketing expenses to determine the effectiveness of various marketing segments while the profitability analysis is the summation of the sales volume analysis and marketing cost analysis. Campbell (1990) cited criteria consisting of 10 categories which are sales volume and capacity to achieve

quotas, company knowledge and buyer knowledge, customer relations and management of expense accounts, product knowledge and competitor understanding and time organization and forecasting that are significant for sales performance.

Sales performance of soft drink companies in Tanzania is boosted by Supermarkets and traditional trade outlets, mainly kiosks, which remain the major sales channels for soft drinks in Tanzania up to the current time. Supermarkets and hypermarkets continue to be trendy among Tanzanians due to a emergent culture of regularly visiting shopping malls. Kiosks, a traditional outlet system in Tanzania, remain popular in residential neighborhoods, where customers buy soft drinks in small entities at cheaper prices. The kiosks frequently work for extended hours and offer credit facilities and personalized service to consumers. Courtyard retailers are believed to have first-rate pricing for their goods and many customers move away from them, but they continue to be significant for travelers as they are simply situated along highways and major roads.

The soft drinks market in Tanzania is projected to experience a persisting change to healthier goods over the time. A growing curiosity in health-oriented foodstuffs with pleasant properties, such as sugar-free, good flavor, low calorie, different product alternatives and high quality, has supported worth and quantity sales boost over the recent time. Concentrates and carbonates will keep on facing a more complex situation as manufacturers look for space to innovate and increase value to their goods. Bottled water will also keep on improving in sales volumes over the future time, as it is basically identified as a healthy produce among the Tanzanian population.

1.1.4 Soft Drink Companies in Tanzania

The soft drinks industry deals with manufacturing non alcoholic beverages such as carbonated water and juices, natural spring and mineral water, and flavored soft drinks (Ziegler, 2006). According to Murray (2006), for years the tale in the non alcoholic sector focused on the power fight between Coke and Pepsi. But as the pop struggle has reached a peak, the industry's giants have started to rely on new manufactured goods flavor and noncarbonated drinks for expansion. In order to totally comprehend the soft drink industry, the following should be taken into account: the prevailing economic factors, industry trends, five competitive sources, and the industry's key factors.

Growth rate, market size and overall profitability are three economic indications that can be employed to assess the soft drink industry since the market scale of this industry has been shifting and also soft drink consumption is expected to increase in growth as competitors are starting to adopt new product lines (Ziegler, 2006). The carbonated drink industry is an extremely competitive global industry, Coca-Cola was the number one product with around 4.5 billion cases sold in 2004. Pepsi pursued with 3.2 billion cases, and the market share proves that Coca-Cola and PepsiCo have power over the market share with Coca-Cola holding 43.1 percent and Pepsi with 31.7 percent (Sicher, 2005).

TICR report (2012) confirms that the soft drinks market in Tanzania is currently growing and the financial declarations of the major companies in the country are showing that sales and revenue are continuing to increase annually. Also the soft drink industry is adjusting to new type of medium and endorsement, utilizing the internet and social media in particular to communicate with their customers. Almost all brands have devoted websites that have been advanced with a target audience in mind. The websites are used to present interactive options, added information and publicity to customers. Additionally, many brand names like Coca-cola and Pepsi have successfully employed variety forms of social media, such as twitter, facebook and You-tube, for communicating, promoting and also establishing a direct relationship with the consumers and gain a deeper knowledge of their consumers' behaviors.

Manufacturers of soft drinks focused their manufactured goods expansion and advertising activities on more niche groupings, mainly juices and water. Television advertisements, in-store marketing and billboards largely endorsed numerous juice and water brands in a proposition to raise sales. Shifting customer taste for healthy products and growing need for fresh juice and quality goods notified marketing activities during the review time. The most recent marketing trends in the soft drinks industry in Tanzania is the changing consumer beverage preference in which there is a shift towards health- oriented wellness drinks, increased competition and as well as continually increasing retailer strength in the industry. However the industry has reacted to the consumer desire for healthier drinks by creating new innovative products such as energy drinks and broadening within the existing ones for example coca- cola brand has added a diet soda (coca- cola zero) and an energy drink (burn) so as to cater for the needs of the consumers who demand more healthy products. (Sutton & Olomi, 2012).

URT report (2012) states that the consumption pattern and consumer demand of the soft drinks differs from region to region due to different climate, geographical location and economic aspects of the specific place hence different marketing strategies need to be implemented according to the different consumer wants and needs. Marketing managers needs to keep up with the new products and the changing consumption trends which are crucial in developing appropriate marketing communication approaches in the market of soft drinks in Tanzania industry. The Tanzanian market for soft drink products is quite diverse from several market segmentation variables. The market diversity is accounted for by geographical scope, demographic composition and psychographic characteristics. For instance consumption pattern in Dar es Salaam is different from the one in Mbeya because of the economic factors, climate and population factors. According to the URT report (2012), the total effect of the market diversity is variety in consumption patterns and consumer demand in different market segments. Consumers are at different levels of brand awareness which may require that marketers factor the conditions that account for this in their marketing communication decisions.

1.2 Statement of the Problem

Although soft drinks are progressively overpowering alcoholic drinks as the leading beverage segment in the world, with consumption increasing by 5 percent a year globally according to a current report from Zenith International (2014), the most crucial aspect of every company is selling their products because sales continue any business' survival. However, the most outlined challenge of the soft drink companies is to increase profitability and growth of their business operation, this requires the use of sales promotions, advertising, personal selling, publicity and other methods of direct marketing activities to boost sales volume and growth. To construct sales, marketing promotion efforts must be witnessed or listened to by prospective buyers and lead them to respond to the information in some way wished for by the marketer in order to bring forth this desired action (Palmer, 2005).

Ogwo and Nwielaghi (2013) argue that businesses view unimpressive trade promotion techniques with serious interest because trade promotion strategies positively correlate with sales performance. Nayaranan (2004) argues that due to competition, sometimes the macro environment factors of the firms within an industry is almost the same. In such a case the response to marketing communication strategies may differ as each firm will

attempt to attain a higher success level. However, soft drink companies still depend on competitive marketing communication strategies to achieve maximum profits from their sales and competitive advantage over their competitors.

There is a considerable market potential for soft drink companies in Dar es Salaam taking into consideration the warm climate in Tanzania making it a favorable environment for cool beverage consumption. With soft drinks per capita intake of just a little less than forty litres there is substantial unexploited potentials because soft drinks compose of the bulkiness of commercial beverages in the country accounting for around 7.74 of every 10 litres of beverages traded up in 2008 from 6.11 litres in 2004 (MITM report, 2010). However, the macro environmental factors like competition, market factor and distributors facing the soft drink companies have not been addressed successfully due to changing global environment and development.

According to URT report (2013), some investors are assisting to assist future carbonate developments in the country like Mohamed Enterprises Company Ltd and Bakhresa Group of Companies. This has resulted to competition between major industry performers like Coca Cola Kwanza Bottling and Seven-Up Bottling Companies and other local competitors. Therefore in such an aggressive trade atmosphere, organizations need to constantly promote sales through embracing of enticement marketing techniques (Chevron, 1998) as such the global soft drink market is shifting towards more innovative, healthy, and energy-boosting wellness beverages in easy-to-use PET bottles that are becoming ever more popular and making their icon on store shelves (Ogwo & Nwielaghi, 2013). The ever-increasing temperatures, especially in hot seasons in Dar es Salaam, are also resulting in a sharply enhanced demand for soft drinks products, leading more often to a leftover of empty bottles in the environment indicating that there is demand.

Previous research done by Ismail *et al.*, (2012) and Okyere *et al.*, (2011) declared that there is considerable positive relationship between marketing communication mix and sales performance but the studies are not adequate to offer guideline on how to integrate the findings in a Tanzanian perspective because of several different factors like economic status and competitive environment. Most previous studies like Keramati *et al.*, (2012) have not integrated the concepts of marketing communication mix, sales performance and macro environmental in a particular empirical study in order to establish the relationship between these concepts. Hence it has raised a need to incorporate the concepts of

marketing communication mix, sales performance and the macro environmental factors in a single empirical investigation.

Onditi *et al.* (2014) commented that in theory and practice, organizations propose their marketing communication mix in order to improve their sales performance activities whose result is evident through the scope of the macro environment factors. Despite this, it is obvious that these previous researches have only considered marketing communication mix and sales performance without linking it to the area of the macro environment factors. Therefore, this research sought to establish the connection between marketing communication mix and sales performance of soft drink companies in Tanzania due to the reality that most previous studies are conducted on developed countries which are faced with different macro environmental factors that do not match with the Tanzanian environment.

The purpose of this study was to investigate the effects of marketing communication mix on sales performance of soft drink companies in Dar es Salaam, Tanzania.

1.3 Objectives of the study

1.3.1 General Objective

To investigate the effects of marketing communication mix on sales performance of soft drink companies in Dar es Salaam, Tanzania.

1.3.2 Specific Objectives

The specific objectives of the study were to:

- (i) Assess the effect of advertising on the sales performance of soft drink companies in Dar es Salaam, Tanzania.
- (ii) Determine the effect of sales promotion on the sales performance of soft drink companies in Dar es Salaam, Tanzania.
- (iii) Assess the impact of publicity on sales performance of soft drink companies in Dar es Salaam, Tanzania.
- (iv) Find out the impact of direct marketing on the sales performance of soft drink companies in Dar es Salaam, Tanzania.

- (v) Establish the moderating effect of the macro environmental factors on the relationship between marketing communication mix and sales performance of soft drink companies in Dar es Salaam, Tanzania.

1.4 Research Hypotheses

The study sought to test the following research hypothesis:

- H₀₁: Advertising strategies have no significant effect on sales performance of the soft drinks companies in Dar es Salaam, Tanzania.
- H₀₂: Sales promotions strategies have no significant effect on sales performance of soft drinks companies in Dar es Salaam, Tanzania.
- H₀₃: Publicity has no significant effect on sales performance of soft drinks companies in Dar es Salaam, Tanzania.
- H₀₄: There is no significant effect of direct marketing on sales performance of soft drinks industry in Dar es Salaam, Tanzania.
- H₀₅: There is no moderating effect of macro environmental factors on the relationship between marketing communication mix and sales performance of soft drink companies in Dar es Salaam, Tanzania.

1.5 Significance of the Study

The study's findings are potentially important to marketers and marketing managers in organizations in planning for their product's marketing communication mix to realize the demand for a product and also the sales performance of the products. However, the study has a theoretical value to marketers' during assessment of the proactive approaches to maximization their products' sales volumes and profits. It is also useful to marketing managers and marketers when it comes to management and policy making. Students of marketing will definitely find the generalizations of this study essential in the review of literature as a requisite for higher studies in the area of marketing communication, macro environment, or other related variables of the study and for future research studies.

1.6 Scope of the Study

The survey was conducted in 37 soft drinks companies located in Dar es Salaam city. It was constrained by four independent variables of marketing communication mix which included advertising, sales promotions, direct marketing and publicity. The independent variables determined the outcome of a dependent variable; sales performance of a product in relation to the moderating variable which was the macro environment factors. Data for the study were collected from marketing managers and marketing personnel in the marketing departments in the soft drinks companies within Dar es Salaam city, Tanzania.

1.7 Limitations of the study

The scope of the study was limited on the soft drink companies in Dar es salaam, Tanzania; future studies should however consider widening the scope to other areas in Tanzania. The researcher tackled a constraint of delayed feedback from the respondents on the basis that mostly managers and marketing personnel staff currently work within strict work schedules and deadlines hence limited time was available for them to complete the study's questionnaires but the researcher tried to gain their support by clearly stating the importance of the research study to the marketing field, marketing scholars and to the soft drink companies. Sensitivity and discretion of the research study made respondents unwilling and hesitant in answering the questionnaires, thinking that the study findings will be employed as a competitive tool against the organization. However, the respondents were given a full disclosure of the study purpose, which was only intended for academics.

1.8 Organization of the Thesis

This thesis is categorized into five main chapters. The first three chapters tackle the subject matter of the proposal. Before chapter one, there are preliminary pages that contain acknowledgement, declaration, table of content, and abstract. Chapter one provides an introduction of the study, which includes the background, theoretical and contextual information, the problem statement, the research objectives and hypotheses. Chapter two focuses on literature review. It contains relevant theories, conceptual and empirical discussions leading to identification of research gaps and the conceptual framework.

Chapter three of the thesis presents the methods implemented by the study. It explains the target population, the sample size, the related instrument used to collect data from the sample size and data analysis methods. The fourth chapter presents the findings of the study, divided into frequency of respondent biographic information, descriptive analysis and tests of hypotheses. Chapter five consists of summary, conclusions and recommendations of the research study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the conceptual and empirical literature covering the main variables of the study. The areas reviewed include the implication of the marketing communication mix, sales performance and the macro environmental factors in the soft drink companies, role of marketing communication mix and sales performance of a product and the empirical literature from different marketing scholars.

2.2 Theoretical Review

There are a number of theories and models relating to marketing communication mix which explain and elaborate various ways in which communication strategies are used to pass information to potential and current customers in the market. The study reviewed the hierarchy of needs theory, AIDA model and Porter's five forces model.

2.2.1 The Response Hierarchy Theory

The Hierarchy of effects theory was advanced by Lavidge and Steiner (1961), this marketing communication theory proposes six steps from broadcasting a product advertisement to product acquisition. The advertiser persuades the consumer to go throughout the six steps and procure the product. The six steps are Awareness, Knowledge, Liking, Preference, Conviction and final Purchase. As stated by Lavidge and Steiner (1961), it is a hierarchy of effects because the quantity of customers decrease from one phase to another which implies that business corporations should struggle to attain a lot of customers to the final phase of buying through innovative marketing communication messages that transmit distinctive value or service intentions to the target audience.

The response hierarchy model presumes that the customer goes through three stages; cognitive, affective and behavioural stages. First the learn-feel-do progression is appropriate when audience has high involvement – high differentiation product category example a house or furniture. Secondly do-feel-learn sequence is appropriate when an audience has high involvement there is no differentiation product category example

airline tickets and the third is learn-do-feel sequence once an audience has low involvement there is little differentiation example sugar. Hence by deciding on the right sequence, the marketer can do a superior job of planning marketing communication.

Table 2.1 illustrates how the response hierarchy model is applied in marketing communication

Table 2.1: Response Hierarchy Model

STAGES	HIERARCHY OF EFFECT
Cognitive Stages	Awareness ↓ Knowledge
Affective Stage	↓ Liking ↓ Preference ↓ Conviction
Behavior Stage	↓ Purchase

Source: (Kotler *et al.*, 2009). Pg. 462.

From the figure, the third category of the model of learn-do-feel category involves products which have low involvement and no little differentiation like soft drinks. Hence the marketing communication mix decisions made on such products will have an impact on the sales performance of the product because the customers of soft drinks have to learn about the product through different source of information such as advertisement, brochures and sales promotions and then purchase the product. And then feel the experience they get from purchase of such product. If the experience is positive it means that there will be a repeat purchase and if it is negative it means consumer will look for alternative product from the competitors (Kotler *et al.*, 2009).

2.2.2 Porter's Five (5) Forces Model

Porter's five forces theory was developed for assessing attractiveness of firms which will eventually determine the competitiveness of the firms. The theory is composed of five forces that shape the industry competition analysis. The forces are; bargaining power of customers, bargaining power of suppliers, threat of new entrants, industry rivalry and threat of substitutes (Kotler & Keller, 2006). The moderating variable of the study has considered the aspect of macro environmental factors like industry competition, the market (customers), suppliers/distributors.

Bargaining power of suppliers establishes when suppliers in an industry have influence over a company by having power over prices of raw materials, a variety of services and devices necessary to the company for manufacturing procedure (Johnson *et al.*, 2011: 56). In this specific case, due to the extent at which soft drink companies functions the bargaining power of the suppliers is regarded to be low (Industrial report, 2014: 10). This is due to the buying power of soft drink companies and the capacity of the organization to capitalize on economies of scale.

Bargaining power of customers is the capability of customers and how they can negotiate in terms of attaining cheaper manufactured goods in a different place. (Industrial report, 2014: 12) states that the soft drink industry in Tanzania is very competitive and therefore presents customers with diversified choices. This puts the bargaining power of consumers as very high.

Threat of new entrants proposes the attractiveness of the industry and the capacity of beginners to function in the industry (Dibb *et al.*, 2006). Due to the present level of infiltration in the retail market place it is not easy for new comers to enter this space; however importation of soft drink products from other countries have increased over the past few years and the products are sold at slightly lower prices than the locally produced products. Hence the threat of new entrants is measured as very high.

Threat of substitutes is the capability of customers to buy substitute goods that are presented by a company (Gay, *et al.*, 2007). In this specific case the threat of substitutes is very high due to relatively numerous alternatives to soft drink products in the market.

Industry rivalry refers to the level of opposition in the industry (Kotler & Keller, 2012: 56). In this specific case soft drink companies operate in one of the most competitive industries in Tanzania. (Industrial report, 2014: 16) states that Tanzania’s soft drink companies’ position from a trade point of view is very competitive due to the existing contributions by various soft drink manufacturing companies in the country.

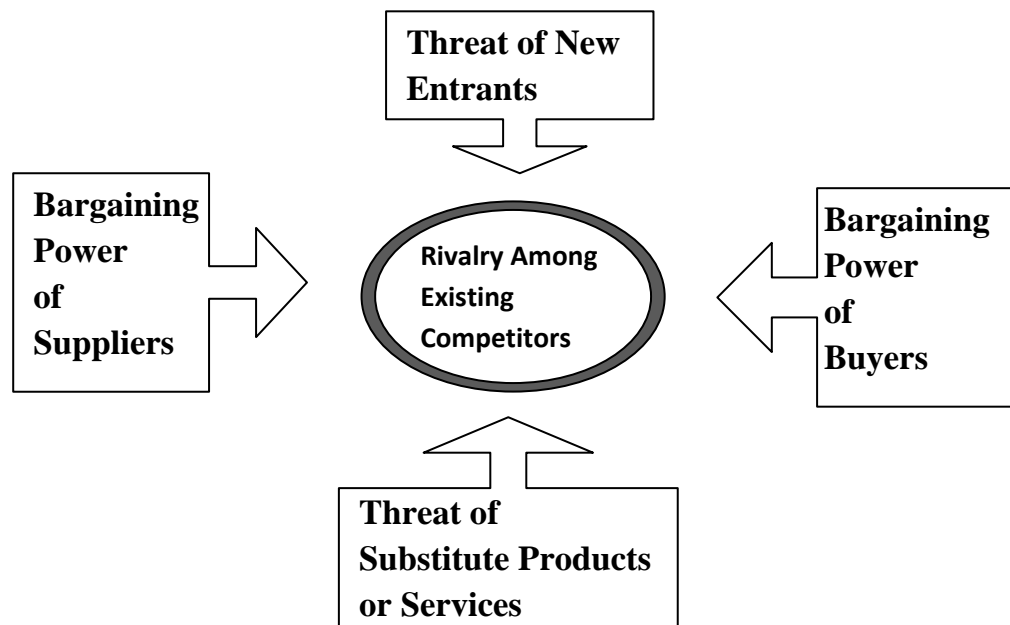


Figure 2.1: Porter’s Five Force Model (Sirkeci & Cawley, 2011: 77)

Figure 2.1 illustrates the Porter’s five forces model that represent the micro environment investigation highlighting the core factors related to the general development of the marketing and expansion strategy. The basic strengths and weaknesses along with opportunities and threats further identify a guideline for a variety of marketing decisions that need to be in use by the firm to improve its existence in the industry. In a particular case of soft drink companies in Tanzania, this theory was used to guide the marketing managers of soft drink companies to analyze their position in the market and grasp the opportunities that are present.

2.2.3 AIDA Model

AIDA is a communication model applied by firms to facilitate them to sell their products and services. The AIDA model was an early effort to explain how advertising’s potential audience might go through a number of steps, with attention being the first and most important one. It was developed by Elias St. Elmo Lewis in 1925 who was an advertising and sales pioneer and believed if an advertisement contained the four qualities, then it is

effective. Palmer (2005) hypothesizes that the message is offered according to an easy model which is: encourage the attention of your prospect; interest your prospect in the product; prompt your prospect to desire the product, and entail action from the prospect. AIDA concept implies that getting attention is marketing communication first task.

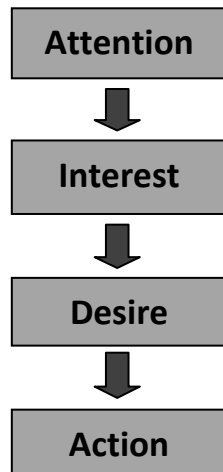


Figure 2.2: AIDA model

Source: Kelley and Hyde (2002). Pg.20.

From figure 2.2, the AIDA model is a concept that explains how a promotion element can be used by marketers to influence a consumer's perception and attitude towards a product or service. Several elements of marketing communication mix can be integrated with the model to measure how effective each strategy is at every stage of the model. The model has four stages; attention, interest, desire and action. First marketing communication mix is advertising strategy which is very effective in the attention and interest stages, somehow effective in building up a desire but cannot be guaranteed in conveying the consumers action into the buying decisions. Second is the public relations strategy which is very effective in creating attention, the interest and the desire towards a product or service however it is not effective in the action to purchase the product or services. The third strategy of sales promotions is somewhat effective in generating attention and interest but moreover it is very effective in leading to desire and as a result it is somehow effective in bringing action. Fourth is personal selling strategy which somewhat creates attention, and effectively bring about interest, desire and actions to purchase a particular product or service (Kelley & Hyde, 2002).

According to Kelley and Hyde (2002), when a product is introduced the first aim is to grab attention. The technique used to get attention will depend on the product; choices comprise hospitality events, sponsorship and huge promotion campaigns. The next goal is

to hold people's interest. This is completed by promoting goods attributes and visibly stating the advantage the product has to offer. The goal at this phase is to offer the consumer with information. Desire is a third stage, where at this stage marketers desire the information (interest) consumers have about the products to generate a desire to have their products. A distinctive selling point will reduce consumers' desires over competitor's products. The last stage is the purchase which is Action; if a company has been prosperous with its AIDA strategy then customers will purchase its products. The duty at this stage is to facilitate the purchase action by making it easy.

This AIDA model can be applied in the conceptual model of this research study whereby in order for an advertising, sales promotion and personal selling strategies to be effective they have to possess the four qualities of the model. First successfully catching the attention of the audience, then create an interest to gather more information about the product, and the information obtained should be able to generate some desire to acquire the product and hence appropriate actions of purchasing a product should result as a response from the audience. Public relations strategies and direct marketing bring about attention, interest and desire towards a product (Kelley & Hyde, 2002).

2.3 Empirical Literature Review

2.3.1 Marketing Communication Mix

According to Callen (2010) in marketing communication the message is first encoded to create an advertisement, or displaying sales presentation of the product then transmitted through a selected media or any other vehicle which can convey the message; when the recipient receives the message, the message is decoded whereby the receiver compares the message to the frame of reference and then knowledge, belief and feelings of the receiver is changed according to the message received. However, the response of the receiver will range from a simple awareness to actual purchase depending on the intensity of the message and the vehicle used to give out the message. Hence after the response of the receiver, feedback can be measured using market research, sales volume or any other appropriate measure. Therefore, the marketer will be able to measure if the message was received as intended to be a promotional idea in the marketers mind and if it was successful. However, amidst the process of communication, a distraction can occur such as competing messages and other distractions which are categorized to be noise (Callen, 2010)

Marketing companies use assorted techniques of communication to support their offerings in turn to accomplish their advertising objectives under the marketing mix. According to Kotler and Keller (2009), the marketing communications mix is consisted of six key elements, although other authors list more. These are: sales promotion, advertising, publicity and public relations, direct marketing, personal selling, events and experiences (sponsorship).

Kitchen (1994) conducted a study on marketing communication strategies to find out if they are a form of revolutionized concept which corrupts the consumers' minds with different things. Posters, packaging and sponsoring events all aim at increasing consumption of manufactured products therefore the study examined the power of marketing communication mix leading to the appearance and explosion of promotion activities. These activities are aimed at the overwhelming public in turn to exercise a persuasive influence. The study concluded that a type of monster has been revealed in the sense of enhanced marketing and business communications action approved by companies in an increasingly competitive and unstable environment. The monster has the prospective to be a type of contamination possibly as damaging to human brains as damaging to the atmosphere and its consequences on the physical body. Moreover, this prospective pollution has not been sufficiently identified or observed by academicians and practitioners alike. However, proof of such pollution formed by marketing communications strategies has not presented in the research study.

However, Davis (2004) study on effective communication strategies in a franchise company; a case of bakers' delight holdings Australia, was a case study and a survey where data was collected by qualitative questionnaire. Franchisee support for policies varied significantly. The study concluded that it is relevantly easy to communicate marketing strategies and corporate goals to the franchisers than expecting them to respond to their own communication strategies. A research gap of the study is that the study was done on a case study and conducted through a survey of sample data information from one source and cross-sectional type of research which did not require a long time period. An overall review of research studies done on marketing communication mix components concluded that there is a convincing result of a positive or significant relationship between marketing communication strategies used and sales performance of a product.

2.3.2 Advertising

Advertising is one of the fundamentals of the promotion mix which is believed well-known in the general marketing mix. This element is as an outcome of its visibility and occurrence in all the other marketing communication essentials. Advertising is any rewarded type of non-personal arrangement and promotion of thoughts, product or services by an acknowledged benefactor (where the origin is the sponsoring business)(Kotler & Armstrong, 2010).

Perreault (2000) states that advertising demands to endorse the seller's products by ways of making them public through various kinds of media like printed and electronic. This is validated on the grounds that messages can reach enormous numbers of people and make them alert, convince and remind them about the organization's offerings. From a marketing organization perspective, advertising is an essential strategic tool for preserving a competitive advantage in the marketplace. Advertising budgets symbolizes a sizeable and developing aspect in the cost of products and service (Kotler & Armstrong, 2005).

Borden (1964) claimed that advertisement deals with guidelines and proceedings associated to amount to utilize for example the delay to be placed on advertising and copy platform to assume product image preferred and corporate desired and finally mix of advertising to the business through the exchange to consumers. He then concluded that advertising stimulates new consumers to an organization besides increasing customer loyalty, as it finds to make the brand well known to people. Yen *et al.*, (2008) argued that investing big money on advertising results to enhancing customer's acknowledgment on its product and customer's good feeling on its brand image. A study by Aliata *et al.* (2012) established that the amount spent in advertising a product or service has a statistically significant relationship with the sales performance measured by profits. However, the studies did not indicate the effectiveness of advertising strategy in relation to improving sales volume of a product.

2.3.3 Sales promotion

Sales promotions are temporary inducements to persuade procurement or trade of a product. Blythe (2006) illustrates sales promotion as any movement projected to bring about a temporary increase in sales. Baker (1997) describes sales promotion as the marketing actions normally specific to a place, time period or consumer group, which

support a direct sale from customers or middle men, through the offer of supplementary profits. This consists of numerous communications activities engaged in an effort to create added value or inducements to customers, retailers, wholesalers, or other business customers to arouse instant sales. Such efforts are normally devised towards motivating product interest, trial, or acquisition. It is specifically designed to enhance immediate sales and eventually create loyalty.

A study done by Lavidge and Steiner (1961) argue that the impacts of advertising are intended to be lasting, yet, something is occurring in the short run, and therefore, it can be considered. Lately there are several forms of advertising, and so a lot of factors that influence the end results of marketing efforts (Pickton & Broderick, 2001). It includes a variety of activities and techniques such as discounts, demonstrations, coupons, refunds, prizes, contests and more to the communications mix and, hence, is capable to target customers better than traditional types of advertising (Pickton & Broderick, 2001).

The growing awareness of the strategic promotional importance of the sales promotion is leading to a more incorporated methodology to its management and their role in the marketing mix. Baker (1997) says the responses which promotion is likely to generate, include encouraging the customer to accelerate their buying of a product, select a brand for their initial purchase, switch brands, replace a consumer durable, overcome their original image to a product and sample it, and gather information about brand. Hardy (1986) says promotions help to secure intermediaries support, and can help to reduce inventories.

A study by Aliata *et al.* (2012) established a statistically important connection between sales promotion and performance. They confirmed that sales promotion improved brand preference, which then improve brand performance thus high profits or performance. In spite of this, studies did not point out how sales promotion strategies can evidently improve sales performance.

2.3.4 Direct Marketing

Direct marketing explicitly certifies transmitting a promotional message straightly to customers rather than via a mass media. It is intended to establishing and utilizing a direct association between manufacturers and their customers. The Direct Marketing Association (DMA) has described direct marketing as an interactive scheme of marketing that utilizes one or more advertising medium in obtaining a measurable reaction and/or

business deal at any location. Correspondingly, direct marketing is expressed as the use of fax, mail, internet, or e-mail to communicate directly with or seek response or conversation from specific customers and prospects (Kotler & Keller, 2006; Kotler & Armstrong, 2010). It aims at establishing and utilizing a dialogue between the service provider and the customer. (Bett & Yorke, 1994) outlined several potential benefits like targeting precision, it is quantifiable and considerable, provision of new supply channels and support for presented ones, control of timing, advertising and cost effectiveness, invisible to competitors and more effective segmentation.

Van der Merwe, (2003) posits that it is unfortunate that the potential benefits are not always recognized and the image of direct marketing has suffered consequently. Reasons being: poor targeting, incorrect personality and misuse of sensitive information. Direct marketing, if well designed and implemented successfully has the prospective to be more cost efficient than other promotional tools since the system allows precise targets. Current consumers can be contacted to present them to new goods and special offers, hence, affecting their loyalty while the potential customers can be identified and convinced to procure goods and services of a company through direct means. Yen, *et al.*, (2008) study on direct selling management strategies concluded that direct selling strategies boosted the efforts of other promotional methods when applied and greatly enhances the visibility of the product. Still, the studies did not completely indicate the direct marketing techniques that are most effective than others.

2.3.5 Publicity

Publicity is the distribution of information by personal or non-personal ways, which is not directly rewarded for by the company, nor is the company the source. (Grasby *et al.*, 2000) express publicity as the application of the medium to display free exposure in their articles and features connected to their product. Contrasting to advertising that depends on purchasing power to get a message crossway, publicity depends exclusively on the quality of content to convince others to get the message out. Ismail *et al.* (2010) argues that if the qualities of the business and value presented by Publicity hard work meet the prospects of the consumer, it can guide to establishing lasting affiliation and strengthening of the consumer loyalty. And those corporations which instigate cause-oriented marketing campaigns differentiating themselves in aggressive competition and

improve their image which results in enhanced sales performance. A study done by Ismail *et al.* (2012) argued that publicity activities assist the organization to generate auspicious image of the product and generate trust among customers and thus induce the attitude and perception which results to improved sales.

Okyere *et al.* (2011) carried out a study on the effect of marketing communication on sales performance of Ghana telecom. The study developed a model to explain the connection between marketing tools (independent) and sales performance (dependent), the model was designed to examine the impact of marketing communication on the sales volume of GT (Vodafone). The amount of observations used for the study was 40, derived from GT's (Vodafone) sales records and promotions within the period of 2006 to 2008. The study found that there was strong association linking sales promotion and advertising budgets on total sales. There was on the other hand an opposed relationship between TV advertisements and sales. Additionally, a negative association was also established to exist between sponsorship budget and total sales. The outcome signifies that Vodafone was not dedicating much notice to its total communication costs and the return on investment (ROI) on such expenditures. The main limitation of the study was lack of relevant information to assist the study and recommended further research to establish relevant supporting data and definite indication of the relationship on other marketing communication strategies.

A study conducted by Ismail *et al.* (2012) focused on the effect of marketing communication strategies on sales performance of multinational companies; the research design was a case study of a multinational company Proctor & Gamble and the data were gathered from the yearly report and sales records of the organization. The promotional expenditures and data concerning sales of P&G Company were taken for analysis. Correlation coefficient method was applied for data analysis sequentially to achieve the purpose of the study. Findings concluded that there was a positive/significant relationship connecting marketing communication strategies and sales performance; marketing communication strategies can be used to reach target potential customers and persuade them to purchase. The study was conducted on a global perspective hence it may not apply on the local or domestic companies' perspective. Further research can be conducted on the local companies setting so as to associate with the local environment.

Hosseini and Navaie (2011), analyzed the effect of promotion mix on improving sales in cosmetics and beauty products, questionnaires were circulated among 384 women who used Atousa hair color products at least once. The questionnaires contained question on the subject of the impact of promotion mix tools on enhance of sales. Testing of research hypotheses (one-sample T-test) results demonstrated that sales promotion, advertising and personal selling were the most powerful factors in increasing sales but direct marketing had less effect on increasing sales. Limitation of the study was reluctance of the respondents to answer questions and the study did not observe all the marketing communication mix such as publicity hence further research can be done on the role of marketing mix in increasing sales of products.

Onditi's (2012) study on the assessment of promotional elements inducing sales of an organization; a case study of agricultural and non agricultural products. The population of the survey included two hundred and four women groups in Homa- Bay District, in the south of Kisumu City. These groups manufacture agricultural and non-agricultural products. A sample of sixty-six was chosen from these women groups by use of simple random sampling technique. The study concluded that sales promotion and personal selling are the most influential promotion factors in increasing sales of products than other promotional elements. The study established that most women groups mainly use sales promotion but face the challenge of cost due to lack of funding for carrying out promotion. Limitation of the study was accessibility of the respondents due to remoteness of the study area; the research gap is that the study ignored the implication of other elements that can affect performance on small scale business hence further research can be conducted on other elements of promotion on small scale business.

2.3.6 Sales Performance

Sales performance is the extent of the quantity of products sold or services sold in the regular operations of an organization in a specified period. It is the amount of goods sold in number or quantity of units throughout the regular working times of an organization (Moghareh *et al.* 2009). Sales performance is the addition of number of aspects consists of returns, gross sales, delayed shipments, delayed billings and credit memos as defined by Haskell (1980). Colletti and Tubridy (1993) give the subsequent directory of sales activities for victorious salespeople: selling, entertainment, working with distributors, be present at meetings, working with orders, servicing goods, servicing accounts, training

and recruiting, travel, communication/information. It is also mentioned that the performance procedures functioning at varied times are not greatly connected and the relations between various performance procedures are not powerful (Chonko, Roberts & Dubinsky, 2002).

A different set of criteria mentioned by Campbell (1990) include 10 elements which are customer relations, sales volume and ability to achieve quotas and management of expense accounts, company knowledge and product understanding, customer information and competitor comprehension and time management and planning that are significant for sales performance. From a another point of view, Campbell's checklist can be successfully summarized to four mainly objective performance measures such as yearly sales volume, customer relations, profit growth and gross profit per sale. However, accomplishing significant outcome through higher sales growth, sales volume and profit is believed to be tricky for most companies, in that, customers often use price as quality signal. This makes it complicated to accomplish perception of both high quality and low price that have direct attitude with volume of sales, growth in sales and profit (Karmani & Rao, 2000).

Al-Rfou (2015) conducted a study on Competition and Organizational Performance: Empirical Evidence from Jordanian Firms. The study surveyed 33 industrial firms listed at Amman Stock Exchange by the beginning of 2010. The result of multiple regression analysis indicated that the intensity of market competition had a positive strong effect on organizational performance of such companies. This result, however, is expected as Jordanian companies have faced intense competition lately due to attractive investment climate of Jordanian market. The study was a quantitative approach study which aimed at industrial sector of Jordan hence further research can be conducted on other sectors in other countries since the results from the study cannot be concluded. A qualitative research can be conducted to include a wider examination on the time perspective of the variables.

Norouz *et al.* (2015) focused on the evaluation of the connection between competition and management accounting systems change and performance of companies. The study carried out measurement samples with 120 questionnaires from accounting managers and experts in production companies accepted in Tehran stock exchange valuable papers and also the service companies of 3 foods, health and make up and dress companies. This

research is an applied research; its combination is analytical – descriptive. By using correlation and regression method, the research assumptions were tested. The result showed that change is the most effective factor between competition and company management. The results concluded that competition has a significant effect on company performance, strategic decisions, technology selection and production quantities. The study was based on evaluation of competition which is one part of the micro environmental factors hence a study in other micro environmental factors will be useful. Further research can be conducted on the selected competition intensity on organization performance.

2.3.7 Macro Environment Factors

There are wide ranges of macro level characteristics that persuade firm sales performance that are not completely focused on by macro level improvements involving competition and market factors Kahyarara (2010). Numerous empirical studies of goods markets and of deregulation deliver well-built support of the high level affiliation involving competition and productivity. Principally, there are three methods during which competition has demonstrated to induce productivity; first within organization effect whereby firm's particular characteristic that influences productivity might be established by trends in competition. Competition enforcements such as guideline of the market are justified for efficient marketing of products and services and most significant well performance of the economy (Szirmai, 2001). Concerning the market factor, each organization generates an assortment of products and sells them in several markets. When a manager formulates a significant strategic decision or makes efforts with consideration to each product, the manager sets separate weights on each product, depending on the significance of each product (Kahyarara, 2010).

The study by Haskel (1991) presents one of the first studies to utilize macro level facts variables to investigate the effects of competition on performance. He used UK panel data to examine the role that transforms in the product market have on performance growth. He found that high levels of market concentration and market share have an critical effect on total factor performance. The micro level factors such as distributors and market factor greatly rely on the company efforts to communicate to their customers by taking the products where is needed and when it is needed. The distribution pattern of a company is influenced by several factors such as the size of the company, market dimension,

geographic diversity of the market and the transportation structure of the area (Berger *et al.*, 2005).

According to Kahyarara (2005) in a study on the role of competition in motivating productivity and performance, investment and export performance of Tanzanian manufacturing companies, the existence of a competitive environment inspires companies to constantly make varied decisions regarding investment, technology, training and the selection of inputs, and thus elevates their productivity. The study focused on analyzing the assumption that fair competition has a fundamental effect on the quality and quantity of manufactured goods, investment and productivity. The author projected both value added and gross output production operation using company level records. In his investigation he established that survival of competitors is positively associated with productivity. The competitive situation consists of particular critical things which every company has to be aware of. In the innovative business world companies come across numerous types of competition and the most general competition companies' meet is from differentiated products of other companies. Sometimes the micro environment of the companies within an industry is almost the same, in such situation the response to their marketing communication strategies may differ as each firm will make an attempt to achieve a higher success level (Nayaranan, 2004).

The distribution channel of the Tanzanians soft drinks manufacturers is complex consisting of several channels before reaching the final consumer. The soft drinks are sold from the manufacturers to the suppliers who act as the middlemen and the wholesalers, and then retailers purchase the products from the wholesalers. The retailers such as the supermarkets, restaurants, convenience stores and the fast food outlets sell to their customers who are the final consumers (Manufacturing report, 2012). Most large soft drinks producers are located in Dar es Salaam therefore soft drinks products are distributed from the main firms to other regions in the country by the company agents or wholesalers in the specific regions. However the distribution pattern is segmented according to regional zones hence there is northern zone, southern zone, western and eastern zones (Sutton & Olomi, 2012).

Several researchers like Ismail *et al.*, 2012; Okyere *et al.*, 2011 and Hossein & Navaie, 2011, have attempted to conduct research on marketing communication mix in relation to the product sales outcome of the decisions making. Although there is a significant

positive relationship between marketing communication mix there is a lot of factors involved in arriving to the decision to use a particular communication mix hence marketers and marketing managers has to be very strategic in choosing their marketing mix (Matthyssens & Johnston, 2006). In view of the fact that marketing communication mix identifies the business's strategy for product information dissemination and brand awareness development therefore designing a successful marketing communication mix with one or more marketing communication components is a very essential aspect in marketing activities (Tindall & Holtzhausen, 2012). A good number of research have been done in concerning the relationship between marketing communication strategies used in a brand or product line and the outcome on the sales volume or performance of a product in the market.

Table 2.2: Summary of Empirical Literature and Research Gaps

GENERAL THEME	AUTHORS	FOCUS OF THE STUDY	FINDINGS	LIMITATIONS	RESEARCH KNOWLEDGE GAP	FOCUS OF THE CURRENT STUDY
Relationship between marketing communication strategies and sales performance	Ismail, K., Hussain, J., Shah, F., Hussain, A., (2012)	“Effect of marketing communication on sales performance of multinational companies : a case of proctor & gamble company”	Results shows there is a significant connection between marketing communication and sales performance; marketing communication tools help firms to access target current and potential customers and persuade them to purchase their products.	The study was conducted on a global company hence may not apply in local companies within a country.	The study can be conducted in a local company setting so that to associate with the local environment. The study failed to show how different marketing conditions (Eg developed countries) may be explained	To identify how marketing communication mix strategies can be used to boost sales performance of companies- H_{1.4}
	Keramati, A., Ardalan, A., Ashtiani, P., (2012)	“Relationship between marketing mix and sales performance in the context of the Iranian steel private companies ”	The results indicated that marketing mix has considerable link on sales performance	Limitation of the study was the methodology employed only 12 sample of private firms instead of all steel companies Further research should be on investigating other elements of marketing which should be able to grow sales performance.	The study has not indicated the independent relationship between marketing communication strategies and sales performance The study did not examine all variables of the marketing communication	To determine the relationship between four marketing communication mix variables and sales performance

					strategies	H_{1.4}
Onditi, A.A., (2012)	“An evaluation of promotional elements influencing sales of an organization: a case study of agricultural and non agricultural products among women groups, homa bay district Kenya”	The study established that most women groups apply personal selling in promoting their products hence it has influence of sales than other promotional elements.	Lack of research literature by researcher on the same study. Accessibility of the sample study due to remoteness of the area.	The study was conducted on the subject of agricultural products hence may not apply in other sectors. The study ignored the implication of other variables that can affect performance of the small scale manufactures like level of knowledge and the application of knowledge in promotion activities	To establish the relationship between marketing communication mix and sales performance on soft drink companies	H_{1.4}
Okyere, N., Agyapong, G., Nyarku, K., (2011)	“The effect of marketing communication on the sales performance of Ghana telecom”	The results indicated that there is strong relationship between advertising budgets, sales promotion and total sales, however there is an opposite relationship between TV advertisement and sales and sponsorship budget and total sales.	Lack of related data to support the study joined with time constraint were the main limitations.	There is no definite indication of relationship on other marketing communication strategies such as publicity and direct marketing	To find out the relationship between publicity and direct marketing on sales performance	H₃
Hossein, M & Navaie, M., (2011)	“Analyzing the influence of promotion mix on increase of sale in cosmetics and beauty products”	Results showed that promotion mix (sales promotion, personal selling and advertising) were most powerful factors in boosting sale of cosmetics and beauty products. But direct marketing had less effect on increase of sales of the product.	reluctance of the sample to answer research questions Future research can be done on studying the task and significance of marketing mix components in increase of sales of cosmetics and beauty products. Also presenting approaches to introduce beauty products to the market in an effective way.	The study based on the cosmetics industry which may not apply in the other fields such as fast moving consumer goods and home appliances. The study did not observed the other marketing mix variables like publicity and direct	To assess the effect of marketing communication mix on sales performance of soft drink companies in Tanzania	H_{1.4}

					marketing Also the study did not consider the difference in economic and cultural aspects of different markets	
	Moghareh, G. A., Haghghi, M., (2009)	“The effect of selling strategies on sales performance”	Research findings shows that selling strategies stimulate individual-level behaviors that have a direct impact on customers – customer-oriented selling, adaptive and relational selling. However the study found that customer-oriented, relational selling strategies and salespeople attribute have positive effect on sales performance.	Few studies have been conducted on the relationship between sales strategies and its effect on sales performance. Based on the limitations of the study, future study could develop a broad-spectrum of the study by conducting a much better analysis across a number of companies in different industries with a representation of different selling situations.	The study did not point out the indirect effect of marketing communication strategies on sales performance	To find out the impact of advertising, sales promotion, direct marketing and publicity on sales performance H₁₋₄
	Smith, A., Rupp, W., (2003)	“An examination of emerging strategy and sales performance, motivation, chaotic change and organizational structure”.	The result of the study concludes that sales performance is a function of motivation that is a collection of a number of interconnected sources including individual resistance to change, organizational structure, organizational resistance to change and organizational sales strategy	Further research can be done in the study by attempting to compute the effect to individual struggle to change, organizational structure (sales management), organizational resistance to change and sales strategy.	The research study pointed out the implication of sales performance on the sales personnel hence a study of sales performance on marketing communication strategies used by sales personnel would be significant.	To focus on the effect of direct marketing techniques on increasing sales performance H₄
Role of micro environmental factors on sales performance	Norouzi, E., Panahian, H., Mazandani, G.H., (2015)	“Evaluating the relationship between competition and management accounting systems change and performance”	The study showed that the effect of competition on performance companies, the strategic decisions of companies for increasing benefits shareholders efficiencies. Technology selection, production	In determination of the amount of effectiveness of each mentioned factor questionnaire tools for collection of data have been used and the people who answered made their effects through their mental valuations which may be a little different with actual life. This	The study based on the competition variables which is part of the micro environmental factors hence a study on other variables like market and suppliers would	To establish the effect of macro environmental factors as moderating variable in the relations

		ce of companies”.	quantity, change or substitution of new products, is recommended	research was carried out around Tehran province surrounding and cannot be generalized for other cities.	be useful. This research has used a simple scale of companies in future research can describe the relationship of other selections such as competition intensity.	hip between marketing communication mix and sales performance H₅
	Al-Rfou, A.N., (2012)	“Competition and Organizational Performance: Empirical Evidence from Jordanian Firms”	The results indicated that the intensity of market competition has a positive strong consequence on organizational performance of such companies. From the results it can be argued that when companies confront a high competition, they try to please their customers by producing high quality products. This in turn leads to a higher level of organizational performance.	This study has limitations such as it aimed the industrial sector companies in Jordan and therefore not be valid for other sector and the small sample size would provide a potential source of prejudice to generalization. Further research may investigate the effect of the several factors on organizational performance at a time using other factors with larger sample.	This study was a based on quantitative approach which captures an event on point of time hence a qualitative study would be more efficient so that to capture a wider perspective of time frame.	To find out the impact of competition on the relationship between marketing communication mix and sales performance H₅
	Kyckling, K., (2010)	“The Impact of Market-Sales Relationship on Business Performance”	finding of this study showed that a relationship is present between market-sales relationship and business operation in business-to-business context. Second, goal and time orientations of marketing and sales appear to affect business performance in business-to-business context	The statistics of this study consists just of Finnish companies therefore it cannot be generalized to other countries worldwide. Also the study is a quantitative approach hence the results cannot be explanatory.	A qualitative research study is required to verify hypothesis behind the existing facts of this study	To focus on the qualitative research design to explain the impact of marketing communication mix on sales performance H₁₋₄
Marketing communication strategies	Tindall, N. & Holtzhausen, D.,	“Toward an integrated model of	The results mainly established support for the incorporated marketing	Limitation of the study is that the communication models discussed on the study might be	The study was done in South Africa which is more advanced than other	To find out how Tanzanians’ soft drink

	(2012)	communication: the case of south Africa”	communications model and established the activist, situational and oral communication models found in the previous study.	appropriate in South Africa’s varied and culturally diverse society, but these specific models might not be applicable in homogenous societies that have low tolerance for open disagreement. Further research can be done by expanding this area of survey and focus on how planned communication practitioners across disciplines build relationships across all stakeholder groups.	African countries hence a study in another African country will be useful in order to establish how other countries are catching up with countries like S.A.	companies are using marketing communication strategies to boost the sales performance H_{1.4}
	Gabrielli, V., Balboni, B., (2010)	“SME practise towards integrated marketing communication”	The sample demonstrates proof of certain capability in marketing communication management on the part of SMEs. A group of righteous companies able to utilize a great diversity of communication methods, to define in-depth and uniform messages and to state ambitious and long-term goals appears.	It has been performed within a restricted area, on a moderately small sample and merely among manufacturing firms. Although comparative investigation does not show significant distinctions between industries, it would be motivating to expand the context of the investigation in order to generate ultimate industry specific reports. Further research can be conducted on the context of the whole industry in integrating marketing communication on the context of large enterprises.	Research has not specified the particular marketing communication used by the SMEs hence a research on the specific integrated marketing communication preferred by the SMEs will be useful.	To determine the impact of advertising, sales promotion, publicity and direct marketing techniques on sales performance H_{1.4}
	Agnihotri, R., Rapp, A., Trainor, K, (2009)	“Understanding the role of information communication in the buyer – seller exchange process: antecedent	The results propose that managers can benefit by expanding salesforce training to concentrate on not only practical knowledge but also communication skills. Presenting	-The study was performed on a single company framework hence it would be beneficial to study in other business sceneries or industries. It was a cross-sectional research type hence future research can be conducted in a longitudinal study.	The study based on the salesforce tasks, knowledge and skills on the company side which is the seller hence a study considering the buyers	To establish how soft drink companies in Tanzania apply marketing commu

		s and outcomes”	technology with the possibility to boost customer satisfaction through enhanced information communication would be beneficial too.	Also future research may try to exploit unique information communication strategies for various forms of sales settings.	understanding would be beneficial.	nication mix to increase sales performance H_{1.4}
	Kitchen, P. J., (1994)	“The marketing communication revolution - a leviathan unveiled?”	The study revealed that the leviathan has the possibility to be a form of contamination perhaps as damaging to human minds as harm to the atmosphere is in its effects on the physical body. Moreover, this possible pollution has not been adequately recognized or observed by academics and practitioners alike.	Limitation of the study is that the study did not examine all the marketing communication strategies hence the findings cannot be generalized to all models of communication. Further research can be done on the effect of each marketing communication tool to the consumers.	Proof of such pollution created by a marketing communications monster has not been presented in the research article. Hence a research is needed to be done to provide a proof on the assumption created.	To assess the positive or negative outcome of the marketing communication mix on sales performance H_{1.4}

Source: Author, 2014

2.4 Conceptual Framework

The conceptual framework of the study comprises of independent variable, dependent variable and a moderating variable.

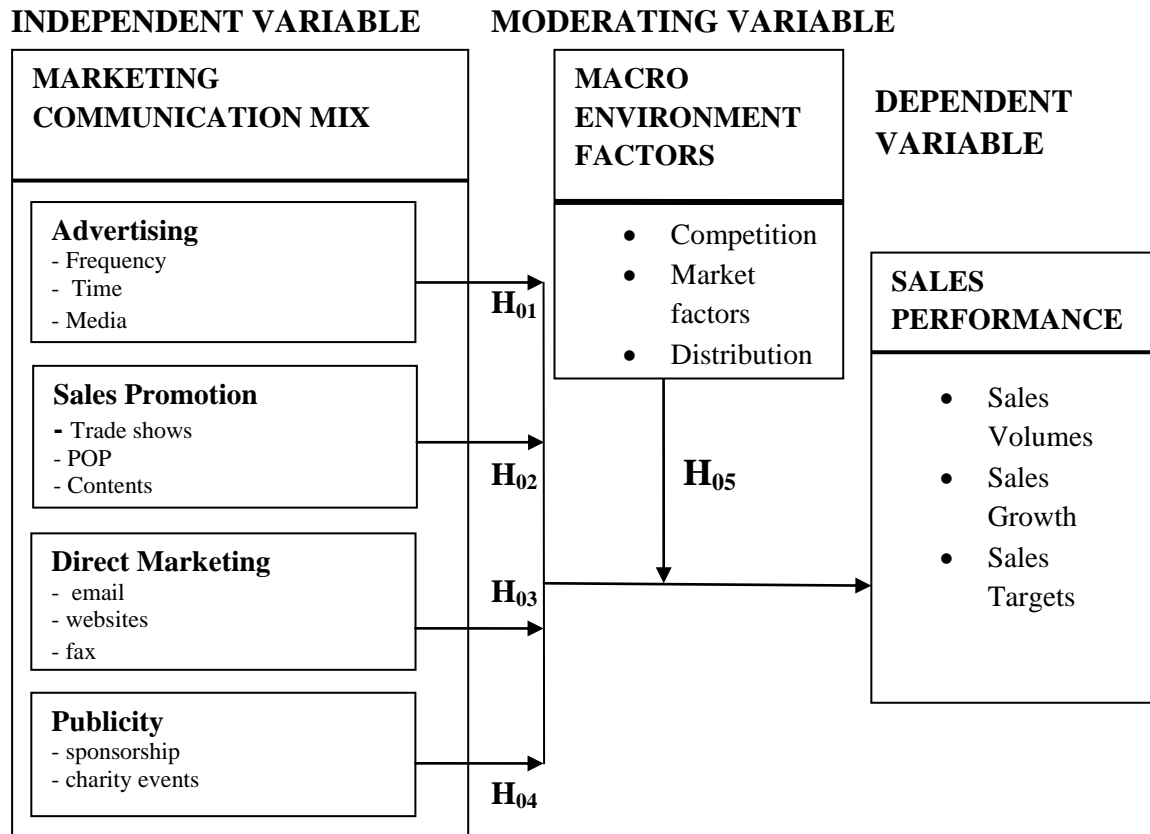


Figure 2.3: Conceptual Framework

(Source: Author, 2014)

The independent variable is marketing communication mix comprising of four variables; the advertising strategy, publicity strategy, sales promotion strategy and direct marketing strategy. Each strategy is represented by a null hypothesis from H_{01} to H_{04} . The dependent variable is sales performance indicated by; sales volumes, sales targets and sales growth. And the moderating factor of the study is the macro environment factors; competition, market factors and distribution. The moderating variable is represented with a null hypothesis H_{05} .

The researcher assessed four independent variables, three dependent variables and a moderating variable as indicated in the above figure 3 above.

In the study it was hypothesized that marketing communication mix has an effect on the sales performance of soft drink companies in Tanzania. The independent variable was marketing communication mix composed of four variables; advertising, sales promotion, direct marketing and publicity. The dependent variable was sales performance composed of three components; sales volumes, sales growth and sales targets. Additionally the macro environment factors are composed of competition, market factors and distribution variables were hypothesized to moderate the relationship between marketing communication mix and sales performance of soft drink companies in Tanzania.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section concentrated on the researcher's scope of methodological procedures employed in the study. The main items of concern included research design, sample design procedures, data collection instruments, data collection procedures, data analysis techniques, reliability and validity of research instrument and ethical considerations.

3.2 Research Design

This study used an explanatory and descriptive research design because both explanatory and descriptive research designs are utilized to obtain information regarding the present status of the phenomena to clarify what exists with respect to variables or circumstances in a situation. Explanatory research design aimed at linking ideas in order to realize the associations of variables in terms of cause and result relationship (Cooper & Schinder, 2003). Descriptive research helped to explain the characteristics and scope of the problem (Malhotra & Birks, 2006). Hence an analysis was conducted to assess the interconnection between the marketing communication mix, sales performance and the macro environmental factors in the soft drinks companies. The researcher developed a questionnaire which was used to collect relevant data prior to the final analysis and presentation.

3.3 Target Population

The target population of the study comprised of soft drink companies operating in Dar es Salaam region in Tanzania. The unit of analysis included 37 soft drink companies located in Dar es Salaam city in Tanzania with 3 to 30 employees in the marketing department (CTI report, 2014). This population was relevant for the study because most firms are located in Dar es Salaam, Tanzania.

The researcher adopted a census survey to select all 37 soft drinks companies operating within Dar es Salaam region because a census eliminates sampling errors and provides data on all the individuals in the population (Saunders *et al.*, 2009). Data was collected from all the 37 soft drink companies in Dar es Salaam. The unit of analysis was the 37 soft drink companies in Dar es Salaam which included more than three employees in the

marketing department composed of marketing managers and sales personnel. First the employees in the marketing departments in each soft drink company were purposively selected. Secondly, simple random sampling technique was used to choose the required sample size from each department to ensure representativeness. Simple sampling technique guaranteed that every member of the key departments had a known and equal chance of being selected into the sample (Saunders *et al.*, 2007).

Table 3.1 Illustrates the sampling frame of the study unit of observation

Table 3.1: Sampling frame

Soft drink companies	Frequency		No. of Respondents	
	Marketing managers	Sales personnel	Marketing managers	Sales personnel
BAKHRESA GROUP OF COMPANIES LTD	2	8	1	1
SBC (T) LTD	2	7	1	1
MOHAMED ENTERPRISES TANZANIA LTD	3	7	1	1
COCA COLA KWANZA LTD	2	6	1	1
PROMASIDOR (PTY) LTD	1	4	1	1
SAYONA DRINKS LTD,	1	4	1	1
SUPER SIP LTD	1	3	1	1
CHEMI & COTEX LTD,	2	5	1	1
ASILIA FRUIT PRODUCTS	1	2	1	1
A- ONE PROUCTS AND BOTTLERS LTD	1	4	1	1
DEVIDEIC GROUP LTD	1	2	1	1
PRESTIGE INDUSTRIES LTD	1	3	1	1
DUBAI REFRESHMENTS AND BEVERAGES LTD,	1	2	1	1
KI NATURAL SPRING WATER	1	4	1	1
NDIYO BOTTLING CO. LTD	1	3	1	1
ULUGURU FOUNTAIN LTD	1	2	1	1
K COOL ENTERPRISES LTD	1	5	1	1
SAIFI SODA FOUNTAIN	1	4	1	1
AQUA LINK DESALINATION (T) LTD,	1	6	1	1
POWER FOODS LTD	1	2	1	1
ANJARI SODA FACTORY LTD	1	7	1	1
BLOWPLAST COMPANY	1	4	1	1
IMRAN TRADERS,	1	2	1	1
VIN MART LTD	1	2	1	1
CHUCHUBA ICE INDUSTRY LTD	1	3	1	1
BANIT TAMIM FOOD PRODUCTS LTD,	1	3	1	1
MASASI FOOD INDUSTRIES COMPANY LTD,	1	5	1	1
AGRO PROCESSING BUSSINESS AGENCY LTD	1	3	1	1
S. S. B. CO. LTD,	2	5	1	1
BONITE BOTTLERS LTD	2	7	1	1
SODA KING LTD,	1	4	1	1
MAHSEIN & SONS LTD,	1	2	1	1
GREAT ZONE INVESTMENT COMPANY	1	2	1	1
KI NATURAL SPRING WATER CO. LTD	1	4	1	1
JUMBO FOODS LTD	1	3	1	1
NUTRO INDUSTRIES LTD	1	3	1	1
RELIM WATER & JUICE LTD	1	4	1	1
Total	37	45	37	37
Total Respondents			74	

Source: (CTI report, 2014)

Two stages were used to identify and select respondents. The first stage involved purposive identification of respondents from the marketing departments in each soft drink companies. The study used purposive sampling to select marketing managers and sales personnel in each of the companies because the respondents were suitable for the study and the marketing department is responsible for decision making about marketing communication mix and analysis of sales performance of the company brands. Secondly

the sample size was obtained by randomly selecting two employees from the marketing departments in each soft drink company. 74 respondents were randomly selected from 37 soft drinks companies to fill the questionnaires. According to Cooper and Schindler (2003), random sampling frequently minimized the sample error in the population.

3.4 Data Collection Instrument and Procedure

The study made use of primary data sources to produce information that was used to answer the research questions from the primary sources. The research instrument used in this study was the self-administered questionnaires, involving both structured and unstructured question items. The structured items allowed the researcher to tabulate and analyze data with easiness, while the unstructured ones was set to facilitate in-depth responses and opinions beyond the researcher's scope of understandability. Self-administered questionnaires are a suitable method in a survey study since they avoid subjectivity due to absence of interviewers' influence. Also, they allow respondents sufficient time on items that will require consultation before response (Kothari, 2004). The researcher visited and distributed questionnaires to the respondents in their respective work places. The task was scheduled on appointments with the respondents with the intention of allowing respondents to have adequate time to answer research questions.

Table 3.2: Operationalization of variables

Variables	Operationalization	Indicators	Measurement in research questionnaire
Independent Variable (IV)			
Marketing Communication Strategies			
Advertising	Developing of advertising campaigns, frequency of advertising, time and media used such as TV, radio and magazines.	Presence of billboards and signs, television advertisements, radio advertisement, magazines advertisement, flyers and internet(online advertisement)	To measure the ability of a marketing manager to use advertising strategies to communicate the benefits of the soft drinks products. Questionnaire section A, question 10 to 14.
Sales promotion	Use of point of purchase programs, exhibitions and trade shows, giving out coupons, bonus packs, reducing price of the products and sponsoring special charity events and media programs like TV and radios’.	Participation on the trade shows and exhibitions Giving out free samples, coupons and premiums Price promotions and bonus packs of the products Charity promotions and sponsorships of events and media programs.	To measure the ability of a marketing manager to use sales promotion strategies to communicate the benefits of the soft drink products. Questionnaire section A, question 15 to 21.
Direct marketing	Sending customers direct mails, e-mails, and telephone calling them. Sending catalogues, brochures, and other printed materials through postal system or internet	Company’s Online websites. Customer’s database. Products brochures and flyers showing benefits of the products and address of the company	To measure the ability of a marketing manager to use direct marketing strategies to communicate the benefits of the soft drink products. Questionnaire section A, question 28 to 32.
Publicity	Organize press conferences, press kits (include videos, pictures and product samples), press release and exclusive features in national media, newspapers and magazines.	Feature articles in magazines and news papers News broadcast about the company’s progress Radio and TV interviews Press conferences	To measure the ability of a marketing manager to use publicity strategies to communicate the benefits of the soft drink products. Questionnaire section A, question 22 to 27.
Dependent Variable (DV)			
Sales Performance			
Sales volumes	Establish the quantity of sales to be attained and the amount of money to be realized in a specific period of time.	Total quantity of products sold in a given period Revenues generated from sales operations Price for a single unit	Accomplishment of the company’s sales volumes or number of goods sold in a specific period of time. Questionnaire section C, question 41 to 47
Sales targets	Setting specified amount of sales to be achieved or exceeded in a specific timeframe	Sales quotas by product Sales quotas by territory/region	Achievement of the company’s sales quotas in a period of time. Questionnaire section C, question 41 to 47
Sales growth	Determining higher current time period amount or value of sales compared to the previous time period	Increase market share Increase product price Increase sales revenue	Questionnaire section C, question 41 to 47
Moderating Variable			
Micro environmental factors			
Competition	Introduce new products or improved current products Use promotion strategies to differentiate products in the market	Increased entry of new companies in the industry Improvement of technology for production activities	Position of the company over their competitors Questionnaire section B question 33 to 40
Market factors	Conducting marketing research on consumer preferences Increasing customer satisfaction by providing what is needed due to changing consumer demand	Changing consumer preferences and taste Changing customers base patterns Consumer activities and Customer satisfaction	Market survey on customer satisfaction, customer preferences and consumer dynamics Questionnaire section B question 33 to 40
Distribution System	Establishment of distribution channels Use channel distribution members promote products	Expansion Distribution patterns Increased number of distributors	Distribution channels available Operation of the distribution system Questionnaire section B question 33 to 40

Source: (Author, 2015)

3.5.1 Reliability of the Data Collection Instrument

According to Nachmias and Nachmias (2004) reliability refers to the degree to which a measuring instrument includes variable errors that appear variably from observation to observation during any one measurement attempt or at the same measuring instrument. The researcher made sure there is an accurate coding and numbering to the subjects also a reliability computation was used to compute mean reliability coefficient estimates for Cronbach Alpha with a significance level of $p \leq 0.05$. According to Mugenda and Mugenda (2003) reliability is the ability of a research instrument to produce consistent results after repeated trials. The research instrument had an overall Cronbach Alpha coefficient of 0.784. The table 3.3 below summarises the reliability test of research instrument which was done on the pilot test and actual study.

Table 3.3 Reliability of research instrument

Variable	N of Items	Cronbach Alpha (Pilot test)	Cronbach Alpha (Main Survey)
Advertising	5	.664	.701
Sales promotion	7	.756	.772
Publicity	6	.654	.754
Direct marketing	5	.731	.731
Macro-environment	8	.736	.786
Sales performance	7	.666	.720
Overall	38	.746	.784

Source: survey data (2016)

From the findings on the table above, the Cronbach Alpha co-efficient was used as a measurement parameter such that in the main survey, all the items included in the questionnaire were reliable. The use of Cronbach Coefficient to measure reliability of instrument enabled to identify the strength of items included in the questionnaire such that measure between 0.7 and 1 signifies a strong consistency of item used in questionnaire (Mugenda & Mugenda, 2003). The acceptable Alpha value that meets the statistical prerequisite for the instrument to be characterized as reliable should be 0.70 and above (Travakol & Dennick, 2011). The Alpha score for the questionnaires fell within the given range and as a result the researcher found the instrument suitable for conducting data analysis. This implies that the assessment tool (questionnaire) used was capable of producing stable and consistent results.

3.5.2 Validity of research instrument

Validity is the extent to which data collection method(s) accurately measure what they are intended to quantify (Saunders *et al.*, 2009). The researcher ensured validity of the study by pre- testing (external validity) with questionnaires to sample population and correct any ambiguity in the questions when detected and also by asking clearly stated questions to the respondents (Trochim, 2009). According to Fink (2003) it is significant to pilot test the questionnaire in making sure validity and the minimum number of questionnaires to be pilot tested should not be below 10 questionnaires.

The pretesting was done by distributing 37 questionnaires to 15 students in the MBA class in Kenyatta University and 20 questionnaires to MBA students in University of Nairobi. The students went through the questionnaires to verify suitability of questions, language and style of expressing the questions and the suggestions incorporated to improve the questionnaire. The external validity of the study instrument was put together with an adequate sample size of 65 questionnaires which is above the theoretical minimum sample size. MacKenzie (2003) clarifies that construct validity is the degree to which a test measures the concept or theory that it is intended to measure, therefore, the study ensured the construct validity by administering both theoretical and conceptual reviews in preparing questionnaires. Also two questionnaires were distributed to two marketing executives from Bakhresa group of companies in Dar es Salaam for pretesting, in order to ensure face validity.

3.6 Data Analysis and Presentation

Data collected for final analysis were majorly quantitative. It was first sorted by rearranging the collected data to bring some order or systematic handling and then edited to eliminate inconsequential information, classified on the basis of similarity and then tabulated. The researcher used SPSS program version 20 as a statistical tool to measure the sample population. Data were analyzed by using both descriptive statistics and inferential statistics measures to summarize and relate variables which were attained from the administered questionnaires. Mainly, measures of central tendency (mean), measures of dispersion (standard deviation) were used for descriptive statistics. Linear regression analysis models were applied to test the hypothesis illustrated in the conceptual framework. The linear regression model used for inferential analysis is as discussed in section 3.7.1.

3.6.1 Empirical model

The study used multiple regression analysis models for testing the hypotheses drawn from the conceptual framework. The research adopted two models, one for testing the direct relationship between the independent variables and dependent variable, the second model for testing the independent variable, dependent variable and moderating variable. Multiple Regression analysis model was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \quad (\text{model 3.1})$$

Where: X_1 = Advertising, X_2 = Sales promotion, X_3 = Publicity, X_4 = Direct Marketing, e = error term, β_0 = constant, term $\beta_{1,2,3,4}$ = coefficient terms of advertising, sales promotion, publicity, direct marketing respectively.

Regression model for moderated relationship

The moderation effect was tested using Whisman and Mc Cleand (2005). To smooth the progress of analyzing the regression model, weighted averages of the four independent variables were computed using the following equation:

$$MCM = \Sigma (W_1 X_1 + W_2 X_2 + W_3 X_3 + W_4 X_4) / 4 \quad (\text{model 3.2})$$

Where: MCM = Composite index of advertising, publicity, sales promotion and direct marketing, W_1, W_2, W_3, W_4 = Relative weight given to each component in a particular variable

$$Y = \beta_0 + \beta_5 MCM + e \quad (\text{model 3.3})$$

Where: MCM = composite index of Advertising, publicity, sales promotion and direct marketing β_5 = coefficient of the moderated variable Y = sales performance e = error term

The moderation effect can be analyzed using three models. Whisman and Mc Cleand (2005) argue that in incidents where there is a general effect to be moderated; the test for moderation would include determining whether the coefficient for the interaction term is statistically significant. Hence:

$$Y = \beta_0 + \beta_5 MCM + \beta_7 ME + e \quad (\text{model 3.4})$$

Where:

MCM = composite index of Advertising, publicity, sales promotion and direct marketing

Y = Sales performance **ME** = macro environment factor **B₇** = coefficient terms

Model 3.5 was estimated to give the guidance and effect of the moderator on the independent variable and the total effect (of the moderator) on the dependent variable by interrelating the moderating variable and the independent variable.

$$Y = \beta_0 + \beta_5 MCM + \beta_8 MCM * ME + e \quad (\text{model 3.5})$$

Where:

MCM = composite index of Advertising, publicity, sales promotion and direct marketing

Y = Sales performance **ME** = macro environment factor **MCM*ME** = Marketing communication mix × Macro environment

Table 3.4 shows the moderation decision making criteria used from the moderation models.

Table 3.4 Moderation Decision – Making Criteria

Model 3.4	Model 3.5	Total effect	Conclusion
β_5 is not significant (p>0.05)	-	-	No overall effect to moderate
β_5 is significant (p<0.05)	β_8 is not significant (p>0.05)	-	Moderating variable is an explanatory variable
β_5 is significant (p<0.05)	β_8 is significant (p<0.05)	B ₃	Moderation variable has a moderating effect

Source: Whisman & Mc Cleand, (2005)

Table 3.5: Hypothesis, Statistical measurement and Interpretation of results

Objectives	Hypothesis	Statistical model of Analysis	Thresholds for interpretation of results $\alpha = 0.05$ t- value
To identify the effect of advertising on the sales performance of soft drink companies in Dar es Salaam, Tanzania.	Advertising strategies have no effect on sales performance of the soft companies in Dar es Salaam, Tanzania.	Multiple Regression analysis $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$ (model 1) Where: $Y =$ Sales performance	Note: the value of r^2 , β and F change for the regression model If $p < 0.05$, Accept H_{01} If $p > 0.05$, reject H_{01}
To determine the effect of sales promotions on the sales performance of soft drink companies in Dar es Salaam, Tanzania.	There is no effect of sales promotion on sales performance of soft drinks companies in Dar es Salaam, Tanzania.	$\beta_0 =$ constant term $\beta_1, \beta_2, \beta_3, \beta_4 =$ Coefficient of Advertising, Sales promotion, Publicity and Direct marketing respectively	If $p < 0.05$, Accept H_{02} If $p > 0.05$, reject H_{02}
To determine the effect of publicity on sales performance of soft drink companies in Dar es Salaam, Tanzania.	Publicity have no effect on sales performance of soft drink companies in Dar es Salaam, Tanzania.	$X_1 =$ Advertising $X_2 =$ Sales promotion	If $p < 0.05$, Accept H_{04} If $p > 0.05$, reject H_{04}
To examine the effect of direct marketing on the sales performance of soft drink companies in Dar es Salaam, Tanzania.	There is no effect of direct marketing on sales performance of soft drinks companies in Dar es Salaam, Tanzania.	$X_3 =$ Publicity $X_4 =$ Direct marketing $e =$ error term	If $p < 0.05$, Accept H_{05} If $p > 0.05$, reject H_{05}
To identify the moderating effect of the macro environmental factors on the relationship between marketing communication mix and sales performance of soft drink companies in Dar es Salaam, Tanzania.	There is no moderating effect of the macro environmental factors on the relationship between marketing communication mix and sales performance of soft drink companies in Dar es Salaam, Tanzania.	$Y = \beta_0 + \beta_5MCM + e$ (model 1) $Y = \beta_0 + \beta_5MCM + \beta_7ME + e$ (model 2) $Y = \beta_0 + \beta_5MCM + \beta_8MCM * ME + e$ (model 3) Where: MCM = composite index of Advertising, Sales promotion, Publicity, and Direct Marketing respectively Y = sales performance variable $\beta_{5,7,8}$ = coefficient terms of marketing communication mix, macro environment and $MCM \times ME$ respectively β_0 = constant term ME = macro environment factor β_5 = coefficient of the marketing communication mix variable	Note: the value of r^2 , β and F change for the regression model 1 and model 2 If $p < 0.05$ and $\beta_2 - \beta_1 < 0$ Accept H_{06} If $p > 0.05$, reject H_{06}

Source: (Author, 2015)

3.7 Diagnostic Test

Multi collinearity is a situation where more than one variable (in this case independent variable) correlates with independent variable and as a result affect the overall decision as to whether a null-hypothesis should be accepted or rejected and thereby misleading the study conclusions. Multicollinearity test is therefore used to ensure that the acceptable levels of correlation of variables have been met. Hair *et al.*, (1995) suggested use of the Variance Inflation Factor (VIF) to ascertain multicollinearity. Multi regression analysis was used in this case as a result of the study having more than one independent variable and multi-regression analysis was more appropriate to clearly identify the correlation levels of each of the variables.

3.8 Ethical Considerations

The researcher took into account the ethical issues of research studies by clearly stating the objective of the research study, protect the right of confidentiality and anonymity of the participant responses and use the information collected just for academic use of the research study. The researcher disclosed a letter of introduction and research permits to respondents so that to eliminate any form of doubt on the credibility and reliability of the information gathered for the research study purposes.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter deals with analysis of data on the findings of the study and discussion on the findings. The chapter consists of the response rate, descriptive analyses (i.e. the biographic information; mean and standard deviation of the respondents' responses) and inferential analysis which sought to answer the study hypotheses. The introduction section presents the respondents' response rate and the reliability of research instrument.

4.2 Response Rate

The study had conducted a survey and purposively selected marketing managers and sales personnel for each of the 37 soft drink companies in Dar es Salaam. 37 marketing managers and 37 sales personnel were purposely selected to fill the questionnaires making up a total of 74 administered questionnaires. The data was collected between August to December 2015 in Dar es Salaam, Tanzania. Out of the 74 questionnaires administered to the research respondents, 57 questionnaires were duly filled and returned to the researcher for analysis. The questionnaires that were not returned were 17, therefore response rate was 77%.

4.3 Descriptive Analysis

4.3.1 Biographic Information of the Respondents

Both questionnaires for marketing managers and sales personnel had a section that required respondents to disclose their biographic information in terms of gender, age, education level, position, experience and communication strategies they prefer. The responses are reported in this section, such that section 4.3.1 focuses on the marketing managers whereas section 4.3.2 focuses on the sales personnel.

This study sought after establishing the biographic characteristics of marketing managers since in marketing theory such factors may influence marketing decisions. In this study the research instrument required managers to provide details about their gender, age, position, experience, education level and preferred marketing communication strategies. The results of these factors are presented in a cross tabulated form in table 4.1.

Table 4.1 Biographic Information for Marketing Managers

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	22	71.0	71.0	71.0
	Female	9	29.0	29.0	100.0
	Total	31	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	16	51.6	51.6	51.6
	31-40 years	15	48.4	48.4	100.0
	Total	31	100.0	100.0	
Level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College/university level	31	100.0	100.0	100.0
Job Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing manager	26	83.9	83.9	83.9
	Marketing officers	3	9.7	9.7	93.5
	Supervisor	2	6.5	6.5	100.0
	Total	31	100.0	100.0	
Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3years	2	6.5	6.5	6.5
	3-5 years	10	32.3	32.3	38.7
	More than 5 years	19	61.3	61.3	100.0
	Total	31	100.0	100.0	
Advertising					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Radio	14	45.2	45.2	45.2
	Television	8	25.8	25.8	71.0
	All the above	9	29.0	29.0	100.0
	Total	31	100.0	100.0	
Most preferred target audience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Retailers	12	38.7	38.7	38.7
	Wholesalers	12	38.7	38.7	77.4
	All of the above	7	22.6	22.6	100.0
	Total	31	100.0	100.0	
Publicity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sponsorship of events	17	54.8	54.8	54.8
	Media sponsorship	7	22.6	22.6	77.4
	All of the above	6	19.4	19.4	96.8
	Others	1	3.2	3.2	100.0
	Total	31	100.0	100.0	
Direct marketing					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Website	7	22.6	22.6	22.6
	Telephone	10	32.3	32.3	54.8
	All of the above	14	45.2	45.2	100.0
	Total	31	100.0	100.0	
Indicators of sales performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Market size	20	64.5	64.5	64.5
	No of competitors	2	6.5	6.5	71.0
	Accessibility	7	22.6	22.6	93.5
	Market expansion	1	3.2	3.2	96.8
	Others	1	3.2	3.2	100.0
	Total	31	100.0	100.0	

Source: survey data (2016)

From table 4.1, 71 % of the respondents who participated in the study were male whereas 29% of the respondents were female. Basing on age, 51.6% of the respondents were the most frequent respondents aged between 21 and 30 years, 48.4% were aged between 31 and 40 years of age. In reference to level of education, 100% of the respondent attended college/university therefore the most frequent respondents had attained college/ university level of education. In reference to job positions, the highest was 83.9% of the respondents

who are marketing managers, and the lowest was 6.5% were supervisors. The lowest percentage of 6.5% of the respondents had a work experience of between 1 and 3 years; and highest score of 61.3% had work experience of more than five years. In reference to the preferred form of advertising, the highest was 45.2% of the respondents identified use of radio as their firms' preferred form of advertising; and 25.8% of the respondents was the lowest identified use of television as their preferred form of advertising.

In reference to the most preferred target audience from the table above, 38.7% of the respondents both viewed retailers and wholesalers as their firm's most preferred target audience; whereas 22.6% of the respondents viewed that both their distributors and final consumers as their firm's most preferred target audience. Based on the kind of publicity performed by company, 54.8% of the respondents chose sponsorship of events as their firm's most preferred mode of publicity; whereas 3.2% chose others. However 22.6% of the respondents chose use of website as their firm's most preferred mode of direct marketing; and majority 45.2% of the respondents chose all of the above methods (i.e. e-mail, website and telephone) as their firm's most preferred mode of direct marketing.

In reference to indicators of sales performance, 64.5% of the respondents thought that market size was used as the main indicator of sales performance by their firm; and minority of respondents by 3.2% thought that both market expansion and other indicators such as return on investment were used as the main indicators of sales performance by their firm was used as the main indicator of sales performance by their firm.

This study sought to understand the biographic characteristics of sales personnel since in marketing theory such factors may influence marketing decisions. In this study the research instrument required sales personnel to provide details about their gender, age, position, experience, education level and preferred advertising and target audience as well as their preferred sponsorship, publicity and direct marketing strategies. The results of these factors are presented in a cross tabulated form in table 4.2

Table 4.2 Biographic information for sales personnel

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	19	73.1	73.1	73.1
	Female	7	26.9	26.9	100.0
	Total	26	100.0	100.0	
		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	16	61.5	61.5	61.5
	31-40 years	6	23.1	23.1	84.6
	41-50 years	4	15.4	15.4	100.0
	Total	26	100.0	100.0	
		Level of education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary level	3	11.5	11.5	11.5
	College/university	23	88.5	88.5	100.0
	Total	26	100.0	100.0	
		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing officer	3	11.5	11.5	11.5
	Sales personnel	16	61.5	61.5	73.1
	Supervisor	7	26.9	26.9	100.0
	Total	26	100.0	100.0	
		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>1 year	7	26.9	26.9	26.9
	1-3 years	3	11.5	11.5	38.5
	3-5 years	2	7.7	7.7	46.2
	<5 years	14	53.8	53.8	100.0
	Total	26	100.0	100.0	
		Advertising			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Radio	13	50.0	50.0	50.0
	Television	12	46.2	46.2	96.2
	Others	1	3.8	3.8	100.0
	Total	26	100.0	100.0	
		Target audience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Consumers	16	61.5	61.5	61.5
	Retailers	9	34.6	34.6	96.2
	Wholesalers	1	3.8	3.8	100.0
	Total	26	100.0	100.0	
		Publicity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sponsorship of events	25	96.2	96.2	96.2
	Others	1	3.8	3.8	100.0
	Total	26	100.0	100.0	
		Direct marketing			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Email	5	19.2	19.2	19.2
	Websites	2	7.7	7.7	26.9
	Telephone	19	73.1	73.1	100.0
	Total	26	100.0	100.0	
		Indicators of sales performance			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Market size	18	69.2	69.2	69.2
	Accessibility to marketing channels	1	3.8	3.8	73.1
	Market expansion	7	26.9	26.9	100.0
	Total	26	100.0	100.0	

Source: survey data (2016)

From table 4.2, 73.1% of the majority respondents who participated in the study were male whereas 26.9% of the respondents were female. Basing on age, Majority 61.5% of the respondents aged between 21 and 30 years, 23 while minority 15.4% aged between 41 and 50 years of age. In reference to level of education, 11.5% of the respondents agreed

that they had attained secondary level of education whereas 88.5% which consisted of the most frequent respondents had attained college/ university level of education. In reference to job positions, 11.5% of the respondents were marketing officers, and most of the respondents by 61.5% were sales personnel. Minority of respondents by 7.7% had work experience of between 3 and 5 years and most of the respondents by 53.8% had work experience of more than five years. In reference to the preferred form of advertising, 50.0% most of the respondents identified use of radio as their firms' preferred form of advertising; few percentage by 3.8% of the respondents identified use of both electronic and non-electronic materials (i.e. radio, television, newspapers, journals and magazines) as their preferred forms of advertising.

In reference to the most preferred target audience from the table above, 61.5% of respondents indicated that their firms viewed final consumers as their firm's most preferred target audience and few by 3.8% of the respondents viewed wholesalers as their firm's most preferred target audience. Based on the kind of publicity performed by the companies, 96.2% of the respondents chose sponsorship of events as their firm's most preferred mode of publicity; 3.8% of the respondents chose media sponsorship as their firm's most preferred mode of publicity. From the table above, 7.7% of the respondents chose use of website as their firm's preferred mode of direct marketing; 73.1% of the respondents chose telephone as their firm's most preferred mode of direct marketing.

From table 4.2 above, 69.2% of the respondents thought that market size was used as the main indicator of sales performance by their firm; whereas 3.8% thought that accessibility to marketing channels was the main indicator of sales performance by their firm.

The questionnaire for marketing managers had three variables on advertising, publicity and macro environment factors and that for sales personnel had three variables on sales promotion, direct marketing and sales performance. The statements in the study used the Likert scale ranged between 1 and 5 where 1= not at all 2=slightly low extent 3=moderate extent 4=high extent 5=very high extent. The descriptive findings of the sections of the questionnaire dealing with the variables are presented in this section.

4.3.2 Advertising

Table 4.3 presents responses on descriptive information on advertising. The respondents were required to respond the statements to a scale ranging between 1 and 5. The total number of respondents who responded to the statements on advertising was 31.

Table 4.3 Descriptive Statistics on Advertising

Statement	N	Min	Max	Mean	Std. Deviation
Advertising and cost of frequency	31	2.00	5.00	4.3548	.98483
Advertisement scheduling and timing	31	1.00	5.00	3.9355	.92864
Advertising and level of technology	31	3.00	5.00	3.3548	.55066
Advertising and media selection	31	2.00	5.00	2.9677	.75206
Advertising and target audience	31	2.00	5.00	3.2581	.89322
Aggregate score				3.5742	.82188

Source: survey data (2016)

From table 4.3, in reference to the mean, most of the respondents agreed that their companies considered cost of frequency of advertisement (mean= 4.3548) to a high extent when marketing their products. The respondents also agreed that their companies considered the target market to a high extent when scheduling and timing for advertisement (mean= 3.9355). The respondents agreed to a moderate extent (mean= 3.3548) that their company considered level of technology of media used when advertising their products and also viewed that media type used for advertisement of their company products enhanced reach of their target audience to a moderate extent (mean= 3.2581). However the respondents opined that presence of alternative media for advertisement had resulted to boosting of marketing level of their company to a slightly low extent (mean= 2.9677).

In support of these findings, (Onditi *et al.*, (2014) findings illustrated that the most frequent media of Advertising are newspapers and outdoor media such as billboards. This is similar to the findings of Nzuve (2012) that explained that outdoor Advertising was the most preferred as the major tool of Marketing Communication.

4.3.3 Publicity

Table 4.4 presents responses on descriptive information on publicity. The respondents were required to respond to the statements on a scale ranging between 1 and 5. The total number of respondents who responded to the statements on publicity was 31.

Table 4.4 Descriptive Statistics on Publicity

Statement	N	Min	Max	Mean	Std. Deviation
Publicity and positive branding	31	2.00	5.00	3.1935	.83344
Publicity and sponsorship events	31	2.00	5.00	3.1613	.89803
Publicity and company slogans	31	2.00	5.00	4.0000	1.09545
Publicity and competitors choice	31	2.00	5.00	2.9355	.62905
Publicity and communication style	31	2.00	5.00	3.3871	.66720
Publicity and product profitability	31	2.00	4.00	3.0645	.81386
Aggregate score				3.2903	.82283

Source: survey data (2016)

From table 4.4, in reference to the mean, most of the respondents agreed that their preferred mode of publicity had resulted to increase in sales performance through positive branding of their company products to a moderate extent (mean= 3.1935). Most of the respondents also agreed that brand name of their company to a moderate extent (mean= 3.1613) had initiated publicity activities through sponsorship and charity events and that publicity activities had improved their company's product profitability to a moderate extent (mean= 3.0645). Most of the respondents viewed that effective use of company slogans for their products had improved their company publicity activities to a high extent (mean= 4.0000) and that their competitors defined their choice of mode of publicity to a moderate extent (mean= 2.9355).

These findings are supported by Zhou & Whitley (2012) results that revealed a critical role of the assessment of moral reputation in shaping consumers' reaction to the poorly behaving celebrity and authorized brands. Adebisi & Babatunde (2011) concluded that publicity as part of the promotion mix has significance influence on sales turnover and boost the good image of the company hence this result support the findings of the study. Berger *et al.* (2010) argued that negative publicity can increase purchase possibility and sales by increasing product awareness for products that had lower prior awareness.

4.3.4 Sales Promotion

Table 4.5 presents responses on descriptive information on sales promotion. The respondents were required to respond the statements to a scale ranging between 1 and 5. The total number of respondents who responded to the statements on sales promotion was 31.

Table 4.5 Descriptive Statistics on Sales Promotion

Statement	N	Min	Max	Mean	Std. Deviation
Sales promotion and sales personnel	26	3.00	5.00	3.9615	.72004
Sales promotion and customer r/ship building	26	3.00	5.00	4.3077	.78838
Sales promotion and timely placement	26	3.00	5.00	4.3077	.83758
Sales promotion and cost and benefits of tradeshows	26	2.00	5.00	3.3846	.80384
Sales promotion and target audience	26	3.00	5.00	3.5769	.57779
Sales promotion and point of purchase displays	26	3.00	5.00	3.5769	.57779
Sales promotion and customer awareness	26	3.00	5.00	4.0385	.66216
Aggregate score				3.8791	.70965

Source: survey data (2016)

From table 4.5, in reference to the mean, most of the respondents agreed that sales personnel of their company influenced sales activities positively to a high extent (mean=3.9615), that sales promotion activities placed emphasis on building customer relationship through sales contests to a high extent (mean= 4.3077), also that their companys' considered timely placement of sales promotion to a high extent (mean= 4.3077). The respondents viewed that the benefits outweighed the costs incurred during sales promotion activities to a slightly high extent (mean= 3.3846), and that their companys' sales promotion activities reached their target audience to a moderate extent (mean= 3.5769). The respondents further indicated that their companys' point of purchase displays enhanced the marketing efforts of their companys' to a moderate extent (mean=3.5769) also, the respondents viewed that sales promotion assisted in creation of customer awareness activities to a high extent (mean= 4.0385).

This part of the findings was supported by Onditi (2012), and Hossein and Navaie (2011) by commenting that sales promotion is the most influential promotion factors in increasing sales of a product than other promotion elements. Furthermore Okyere *et al.* (2011) concluded that there is strong relationship between sales promotion and advertising on total sales.

4.3.5 Direct Marketing

Table 4.6 presents responses on descriptive information on advertising. The respondents were required to respond the statements to a scale ranging between 1 and 5. The total number of respondents who responded to the statements on direct marketing was 26.

Table 4.6 Descriptive Statistics on Direct Marketing

Statement	N	Min	Max	Mean	Std. Deviation
Direct marketing and customer retention	26	3.00	5.00	3.9231	.68836
Direct marketing and customer loyalty	26	2.00	5.00	4.0769	.89098
Direct marketing and customer intentions	26	3.00	5.00	4.1538	.61269
Direct marketing and creation of customer awareness	26	1.00	5.00	3.1154	1.21085
Direct marketing and advanced technology	26	3.00	5.00	3.3846	.57110
Aggregate score				3.7308	.79480

Source: survey data (2016)

From table 4.6, in reference to the mean, most of the respondents agreed that their company's customer service activities had led to customer relations and retention to a slightly high extent (mean= 3.9231), that customer loyalty of the company was to a high extent (mean= 4.0769) as a result of effective direct marketing activities and also that direct response marketing activities were more efficient in improving customer intentions of purchase to a high extent (mean= 4.1538). Most of the respondents thought that use of direct marketing in creation of customer awareness (mean= 3.1154) and use of advanced technology to improve on their company's' direct marketing activities (mean= 3.3846) was to a moderate extent.

Rhee, (2010) has supported the findings of this study by concluding that the internet channel in direct marketing is useful for the acquisition when the customer has low perceived risk and high experience and familiarity with the purchase but the call centre channel of direct marketing is useful when a consumer has high perceived risk and low experience and familiarity with the purchase. Hence direct marketing retailers are encouraged to help consumers to use proper channels for different problem- solving situations. Shankar *et al.* (2003) found out that loyalty to the service provider in a direct channel is higher when chosen online than offline, this finding also support the finding of the study. Yen *et al.* (2008) found out that for a company to be successful in direct marketing channel it has to consider multi-channel sale of its product whereby real store can balance the drawbacks of brand promotion by direct selling.

4.3.6 Macro Environment

Table 4.7 presents responses on descriptive information on macro environment. The total number of respondents who responded to the statements on macro environment was 31.

Table 4.7 Descriptive Statistics on Macro Environment

Statement	N	Min	Max	Mean	Std. Deviation
Macro environment and media choice for advertising	31	1.00	5.00	2.7097	.82436
Macro environment and competitors advertising frequency	31	2.00	5.00	3.1935	.83344
Macro environment and entry barriers	31	2.00	5.00	3.9355	1.12355
Macro environment and positive publicity	31	3.00	5.00	4.1935	.54279
Macro environment and advanced technology	31	3.00	5.00	4.0645	.67997
Macro environment and product distribution	31	4.00	5.00	4.2903	.46141
Macro environment and cost of distribution channel	31	3.00	5.00	3.5806	.56416
Macro environment and market coverage	31	4.00	5.00	4.2903	.46141
Aggregate score				3.7822	0.6864

Source: survey data (2016)

From table 4.7, in reference to the mean, most of the respondents thought that their company considered media used by competitors when choosing media for advertising to a slightly low extent (mean= 2.7097). The respondents thought that their advertising program was determined by the frequency of competitor firm when marketing their products, to a moderate extent (mean= 3.3955) and also that the operating cost of their companys' were beneficial to their company sales revenue to a moderate extent.

Most of the respondents thought that positive publicity had led to increase of distribution network (mean= 4.1935) to a high extent, their company use of advanced technology had resulted to increase in sales growth of their company's product to a high extent (mean= 4.0645), the daily production system had brought about customer satisfaction though direct customer feedback to a high extent (mean= 4.2903) and that increased customer activities had resulted to increased sales performance through increased market coverage(mean= 4.2903).

Kahyarara (2005) argued that competitive environment stimulates firms to constantly make diverse decisions concerning investment, technology, training and selection of inputs and thus increases their productivity hence supporting the findings of this study. Samnani (2014) supported the findings of the study by commenting that increasing competition is a matter of concern hence in order to be able to retain existing customers and gain new ones, it is very important to keep good knowledge of the macro-environmental factors, be aware of the minor changes and adopt them as soon as possible to keep in pace with others. Cant and Wiid (2013) argued that some macro environment variables like competition, size of the business, brand name, location of the business, knowledge of the industry, low demand for products and insufficient resources for SMEs

lead to reduced profits and funds that could have been invested into other businesses. This finding also supports the finding of the study.

4.3.7 Sales Performance

Table 4.8 presents responses on descriptive information on sales performance. The respondents were required to respond the statements to a scale ranging between 1 and 5. The total number of respondents who responded to the statements on sales performance was 26.

Table 4.8 Descriptive Statistics on Sales performance

Statement	N	Min	Max	Mean	Std. Deviation
Sales performance on presence of alternative media	26	2.00	4.00	3.0000	.69282
Sales performance with mode of publicity used	26	2.00	5.00	3.1923	.80096
Sales performance on profit maximization	26	3.00	4.00	3.5769	.50383
Sales performance on increase of market share	26	2.00	4.00	3.1538	.46410
Sales performance on increase sales calls	26	3.00	5.00	3.3846	.57110
Aggregate score				3.2615	0.6065

Source: survey data (2016)

From table 4.8, in reference to the mean, most respondents thought that presence of alternative media boosted the sales performance of their company's products to a moderate extent (mean= 3.0000). The respondents thought that their preferred mode of publicity had increased their sales performance to a moderate extent (mean= 3.1923) and that their company sales growth and profit maximization of their products was the outcome of customer care activities to a moderate extent (mean= 3.5769). Respondents agreed that market communication mix had definitely led to increase in market share of their company products to a moderate extent (mean= 3.1538) and that frequency of advertising by their companies had led to the attainment of sales calls per day to a moderate extent.

Adebisi and Babatunde (2011) supported this findings by commenting that proper application of the promotional mix will increase market share and improve organization growth in the face of a strong competition and as well as promotional mix has a significant positive influence on sales turnover. Al-Rfou (2012) supported the findings by arguing that intensity of market competition has a positive impact on organizational performance of such companies trying to satisfy their customers by increasing the quality of their products. Nwielaghi & Ogwo (2013) concluded that full utilization of trade

promotion strategies affects marketing performance by enhancing sales turnover, increase market share and profitability which support the finding of the study.

4.4 Diagnostic Test

The test of hypotheses in this study used regression analysis. Regression analysis requires a researcher to establish whether the regression results meet requirements raised by the basic assumptions. The study tested the data to ensure that the assumption of multicollinearity is satisfied. Hair *et al.*, (1995) suggest use of the Variance Inflation Factor (VIF) to ascertain multicollinearity. For acceptable levels, the VIF should range between 1 and 10. The study has used multicollinearity test because when the sample size is large enough it is assumed that the sample is normally distributed. Multicollinearity analysis was carried out to establish the possibility of a collinearity problem of the predictor variables having some explanatory power over each other (Menard, 1995). Table 4.9 illustrates the multicollinearity test of the study.

Table 4.9: Multicollinearity Test

Direct relationship: independent variable and dependent variable		
	Collinearity Statistics	
	Tolerance	VIF
Advertising	.785	1.274
Publicity	.758	1.320
Sales promotion	.785	1.274
Direct Marketing	.914	1.095
Moderator relationship: Moderating variable and dependent variable		
Macro environment	1.000	1.000
Moderated relationship: Independent, moderating and dependent variable		
Advertising	.695	1.439
Publicity	.119	8.435
Sales promotion	.714	1.400
Direct marketing	.914	1.095
Macro environment	.112	8.917

Source: *Researcher (2016)*

The relevant column figures for VIF and tolerance statistics from table 4.9 show that the values are within the acceptable range. Therefore the results and conclusions of hypotheses tests reported in this study are not biased by the influence of multicollinearity.

4.5 Test of Hypotheses

The study tested five hypotheses which sought to establish the effect of the study variables; direct marketing, publicity, sales promotion, advertising on sales performance. The study tested all the five hypotheses using multiple regression analysis, and the results interpreted according to the values of t , R^2 and F values at the 95% level of significance.

The regression analyses results are shown in table 4.10 below illustrate the first four hypotheses of the study. In order to conclude on the research hypothesis, inferential analysis conducted, tested three relationships i.e. direct relationship, moderator relationship and moderated relationship as shown below:

4.5.1 Direct Relationship

Table 4.10 sought to establish a direct relationship between independent variable and dependent variable of the study.

Table 4.10 Direct Relationship Between Marketing Communication Mix and Sales Performance Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson		
1	.647 ^a	.418	.307	.35375	1.638		
ANOVA ^a							
Model	Sum of Squares		Df	Mean Square	F	Sig.	
1 Regression	1.889		4	.472	.377	.018 ^b	
1 Residual	2.628		21	.125			
Total	4.517		25				
Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.108	.945		1.173	.054		
Advertising	-.730	.148	-.093	-.495	.626	.785	1.274
Publicity	.570	.146	.074	.388	.702	.758	1.320
Sales promotion	.690	.181	.072	.382	.706	.785	1.274
Direct marketing	.510	.147	.606	3.480	.002	.914	1.095

Source: Survey data (2016)

From table 4.10, the regression model justify that a 41.8% of the four marketing communication mix explained the variation in sales performance by ($R^2=0.418$). The R^2 value of 0.418 indicates a 41.8% relationship between market communication mix and sales performance this implies that marketing communication mix explains the variation of sales performance by 41.8%. The regression model is significant as shown from the ANOVA table values ($F=.377$; $p<0.05$).

From the coefficients table, the regression model established for the direct relationship was:

$$Y = 1.108 - 0.93 X_1 + 0.074 X_2 + 0.072 X_3 + 0.606 X_4 + e \quad (\text{model 3.1})$$

Where: X_1 = Advertising X_2 = Publicity X_3 = Sales promotion X_4 = Direct Marketing e = error term β_0 = constant term $\beta_{1,2,3,4}$ = coefficient terms of advertising, sales promotion, publicity, direct marketing respectively.

4.5.2 Test of Hypothesis One

Research hypothesis one sought to establish the effect of advertising strategies on sales performance of soft drinks companies in Tanzania. In reference to the coefficients table, the study established a weak negative relationship ($\beta = -0.093$; $p > 0.05$). The statistical level of significance for this variable between advertising strategies and sales performance of soft drink companies in Tanzania is $p = 0.626$ which is greater than $p = 0.05$. As a result, the null hypothesis has failed to accept and the alternate hypothesis was accepted. This suggests that there is a weak negative relationship between advertising and sales performance that is not statistically significant.

The conclusion made from this hypothesis is coherent with a previous research which shows that advertisement strategies cannot single handedly influence sales performance. This was supported by Subba (1982) that advertisement strategy such as English newspapers has very little impact on urban customers. Okyere *et al.* (2011) concluded that there is an inverse relationship between TV advertisement and sales. This means that in circumstances where customers do not own TV sets or follow through with advertisement on TV, spending on such marketing communications basics may bring negative returns to the firm. The negative relationship between advertisement and sales performance does not mean that soft drink companies' advertisement strategy is not effective but rather for other reasons they cannot measure the effect of advertisement on sales performance since it has an indirect effect on performance. Other findings disagreed with the study findings by concluding that there is a strong positive significant relationship between advertisement and sales performance (Aliata *et al.*, 2012, Perreault, 2000, Onditi *et al.*, 2014 and Olufayo *et al.*, 2012). Evren (2003) found that advertising plays a pro- competitive role, as an increase in advertising appears to lead to an increase in profitability. Rajasekhara (2008) found that advertising is moderately effective in providing information, generating awareness and changing opinions. Kola and Akinyele (2010) also commented that advertising has moderate effect in providing information, creating awareness and changing attitude.

4.5.3 Test of Hypothesis Two

Research hypothesis two meant to determine the effect of publicity on sales performance of soft drinks companies in Tanzania. In reference to the coefficients table, the study established a positive relationship between publicity and sales performance of soft drink companies in Tanzania at $\beta = 0.074$ and $p > 0.05$. The statistical level of significance for this variable between publicity strategies and sales performance of soft drink companies in Tanzania is $p = 0.702$ and since the p value is greater than 0.05, as a result the study failed to accept the null hypothesis and alternate hypothesis was accepted. This proposes that there is a positive relationship between publicity and sales performance of soft drink companies that is not statistically significant.

This finding is supported by Okyere *et al.* (2011) by concluding that publicity has a positive relationship with sales performance because unlike other promotional mix, publicity relies exclusively on the quality of content to influence others to get the message out. Ismail *et al.* (2012), also concluded that there is a positive relationship between publicity activities and sales performance. However this finding was in strongly supported with the conclusion made by Onditi *et al.* (2014) conclusion implying that most companies do not suppose publicity can affect sales performance to a great extent and therefore very few companies invest in publicity activities. A study conducted by Shimp (2000) provides support that challenges, whether Olympic sponsorships, signify a good return on investment. The study reveals that stock values drops following announcements of Olympic sponsorship. The reason is that predictors do not find this to be a good financial investment.

4.5.4 Test of Hypothesis Three

Research hypothesis three sought to establish the effect of sales promotion on sales performance of soft drink companies in Tanzania. In reference to the coefficients table, the study found out a weak positive relationship between sales promotion and sales performance of soft drink companies in Tanzania at $\beta = 0.072$ and $p > 0.05$. The statistical level of significance for this variable between sales promotion strategies and sales performance of soft drink companies in Tanzania is $p = 0.706$ which is thereby greater than p value of 0.05 hence not statistically significant. The null hypothesis therefore failed to be accepted and alternative hypothesis was accepted. This means that sales promotion has a weak positive insignificant effect on sales performance of soft drinks companies in Tanzania.

This was supported by Aliata *et al.* (2012) found a positive connection among sales promotion and performance. They confirmed that sales promotion enhanced brand preference, which then improved brand performance thus high profits or performance. Peter and Donnelly's (1998) concluded that sales promotion engages the push factors that speed up sales and the pull factors that influence customers to ask for certain products they seek to purchase. Okyere *et al.* (2011) findings concluded that there is an undeniable relationship between sales promotion and total sales. Sathish (2011) found that sales promotion strategies such as price reductions and buy one get one free offers had the most powerful effect on sales revenue of retail stores. Oyedapo *et al.* (2012) also had comparable findings in their study on the effect of sales promotions on product sales and found that sales promotions considerably boosted sales revenue of Nestle Company. And Nwielaghi & Ogwo (2013) commented that sales promotion positively influence marketing performance of a firm.

4.5.5 Test of Hypothesis Four

Research hypothesis four sought to establish the effect of direct marketing on sales performance of soft drink companies in Tanzania. In reference to the coefficients table, the study found out a strong positive relationship between direct marketing and sales performance of soft drink companies in Tanzania at $\beta=0.606$ and $p<0.05$. The statistical level of significance for this variable between direct marketing strategies and sales performance of soft drink companies in Tanzania is $p=0.002$ at $p<0.05$ the value is less than 0.05 therefore it is statistically significant. The study failed to accept null hypothesis and alternative hypothesis was accepted and concluding that there is a statistical positive significant relationship between direct marketing and sales performance of soft drink companies in Tanzania.

This was supported by Van der Merwe's (2003) and Peter and Donnelly (1998) who linked improved performance with increased direct marketing to have a positive relationship. Lawrence *et al.* (2014) concluded that direct marketing considerably improves the organizational performance of industrial products manufacturers in Nigeria particularly, telemarketing, direct mail marketing, and e-mail marketing.

The first four hypotheses testing the direct relationship between marketing communication mix and sales performance offer some lessons to marketers. It is clearly stated from the descriptive findings that while the independent variables measured at

relatively high levels ($Mean=4$), that on the variable of sales performance measured at relatively low level ($Mean=3$). Hence proper application of marketing communication mix will increase the market share and improve organization growth in the face of strong competition. However integration of the marketing communication mix strategies such as advertising, sales promotion, direct marketing and publicity can yield the highest performance results in sales for an organization because customers needs to constantly aware and well informed about what is in the market through different means of communication.

4.5.6 Test of Hypothesis Five

Research hypothesis five sought to establish the effect of marketing communication mix on sales performance of soft drink companies in Tanzania in relation to macro environment variables such as competition, market factors and distribution system as a moderating variable. In order to test this hypothesis, the study used the Whisman & Mc Cleand (2005) three step approach to test for moderation and predict model 3.3, 3.4 and 3.5.

Table 4.11 Moderated Relationship Between Macro Environment and Sales Performance Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson		
1	.039 ^a	.200	.040	.43351	1.725		
ANOVA ^a							
Model	Sum of Squares		Df	Mean Square	F	Sig.	
1	.007		1	.007	.036	.018 ^b	
	4.510		24	.188			
	4.517		25				
Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.217	.816		3.943	.001		
Macro environment	.420	.219	.390	1.901	.018	1.000	1.000

Source: Survey data (2016)

From table 4.11, the R square was 0.20 which indicated there is a 20% effect of the macro-environment variable on sales performance. The regression model explain a 20% variation in sales performance that could be explained by the macro environment factors ($R^2=0.20$). The R^2 value of 0.20 indicates a 20% positive relationship between macro environment factors and sales performance. From the ANOVA table the model had a weak significance to the study at $F=0.036$; $p<0.05$. The statistical level of significance for this variable between Macro environment and Sales performance is $p=0.018$, at p value

of 0.05 the value is less than 0.05 therefore the relationship between macro environment and sales performance is positive and statistically significant.

Moderation was tested using a three step approach suggested by Whisman & Mc Cleand (2005), whereby three regression analysis models are used to examine the effect of the moderator variable on the dependent variable after interacting it with the independent variable. The following models below were formulated to conduct the analysis.

Step 1: In this first step, the composite index of the marketing communication mix was regressed on sales performance.

$$Y = 2.101 + 0.825MCM + e \quad (\text{model 3.3})$$

Where: **MCM** = composite index of Advertising, publicity, sales promotion and direct marketing β_5 = coefficient of the moderated variable Y = sales performance e = error term.

**Table 4.12 Moderated relationship between Marketing Communication Mix, Macro Environment and Sales Performance
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson		
1	.652 ^a	.425	.282	.36022	1.531		
ANOVA ^a							
Model	Sum of Squares		Df	Mean Square	F	Sig.	
1 Regression	1.922		5	.384	2.962	.037 ^b	
1 Residual	2.595		20	.130			
Total	4.517		25				
Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.540	1.485		.363	.020		
Macro environment	.352	.702	.329	.502	.026	.119	8.917
Advertising	-.101	.161	-.127	-.627	.538	.695	1.439
Publicity	-.179	.492	-.234	-.363	.720	.112	8.435
Sales promotion	.198	.193	.102	.508	.617	.714	1.400
Direct marketing	.511	.149	.607	3.422	.003	.914	1.095

Source: Survey data (2016)

From table 4.12, the $R^2 = 0.425$, indicating that the study variables i.e. direct marketing, publicity, sales promotion, advertising, macro-environment and sales performance had 42.5% relationship. The ANOVA table indicated that the model used in the study was significant at $F = 2.962$; $p < 0.05$. The regression model explain a 42.5% variation in sales

performance and macro environment could be explained by the four marketing communication mix ($R^2=0.425$). The R^2 value of 0.425 indicates a 42.5% relationship between market communication mix, macro environment and sales performance that implies that marketing communication mix and macro environment explains the variation of sales performance by 42.5%.

The testing of this hypothesis involved three steps, step one is illustrated in table 4.11, where the direct relationship between the marketing communication mix and sales performance was tested without the presence of a moderating factor. Step two is illustrated in table 4.12, where the moderated relationship between macro environmental factors and sales performance was tested. And the third step is illustrated in table 4.13, where all the variables of marketing communication mix, sales performance and macro environmental factors were involved.

Step 2: In the second step, the composite index of the marketing communication mix was regressed and macro environmental on sales performance.

$$Y = 2.613 + 0.825MCM + 0.732ME + e \quad (\text{model 3.4})$$

Where: **MCM** = composite index of Advertising, publicity, sales promotion and direct marketing **Y** = Sales performance **ME** = macro environment factor **B_{5,7}** = coefficient terms

Step 3: In the third step, the study regressed the composite index of the marketing communication and macro environment factors after moderation on sales performance

$$Y = 2.733 + 0.825MCM + 0.828 MCM*ME + e \quad (\text{model 3.5})$$

Where: **MCM** = composite index of Advertising, publicity, sales promotion and direct marketing **Y** = Sales performance **ME** = macro environment factor **MCM*ME** = Marketing communication mix × Macro environment

Table 4.13 Summary of the Moderating Effect of Macro Environment Factors

	R	R²	Adjusted R²	Beta	P- Value	Significance
Model 3.3	0.885	0.810	0.431	0.825	0.016	Significant
Model 3.4	0.632	0.540	0.152	0.732	0.025	Significant
Model 3.5	0.888	0.830	0.456	0.828	0.015	Significant

Source: Survey Data, (2016)

Since Model 3.3, 3.4 and 3.5 were significant at $p < 0.05$, it implies that macro environment factors had a moderating effect on the relationship between marketing communication mix and sales performance. The findings are coherent with that of Emeka and Eyuche (2014) study conclusion supported the findings of this study by concluding that there is a positive relationship between environmental conditions and organization performance which put an emphasis on the use of SWOT analysis to analyze the environment to enable them to keep going. Babatunde and Adebisi (2012) supported the study by concluding that there is an existing significant relationship between strategic environmental scanning and organizational performance. Their findings concluded that there is a relationship between external environmental force and organization profitability and there is also positive effect on organization market share and environmental scanning. Furthermore they concluded that if the organization can strategically conduct a strategic environmental scanning and pay strong attention to avoid threats and seize opportunities, there will be very high level of organization performance.

The study conducted by Olarewaju & Folarin (2012) reflected that external business environment has an effect on company performance hence all things being the same, external business environment can be controlled to some extent entailing to the call of constant monitoring and conducting environmental scanning so that to understand clearly the trend of the macro environment factors and that shape competition. The study of Okyere *et al.* (2011) recommended that companies consider primarily the environment within which it functions as the environmental forces (social, economic, political, competitive, etc) could provide a direction to which communication elements are appropriate within the industry and offer a fair idea of profitability. Management as well as other companies within the industry must specifically consider the competitive environment existing in the industry before formulating marketing communications decisions and commitments.

The results from the three steps are summarized in table 4.14

Table 4.14 Summary of Parameters

Parameter	Model 1: Direct r/ship	Model 2: Moderator alone	Model 3: Moderated r/ship	Direction of change	P Value	Direction of Change after moderation
β Advertising	-.093***		-.127***	Decreased	.538	Negative but Not Significant
β Sales promotion	.072**		.102***	Increased	.617	Positive but Not Significant
β Publicity	.074**		-.234**	Decreased	.720	Negative but Not Significant
β Direct Marketing	.606***		.607***	Increased	.003	Positive and Significant
β Macro environment		.039***	.329***	Increased	.026	Positive and Significant
R ²	.418***	.002**	.425***			Marginal Increase
β Constant	1.108***	3.217***	.540***		0.020	Positive and Significant
F	.377***	.036***	2.962***			Regression model Significant

*Not significant at $p > 0.05$; **Significant at $p < 0.05$; ***Significant at $p < 0.000$

Source: Survey Data, (2016)

Beta Coefficients of the variables were used to determine the direction of change with and without the moderating effect of macro environmental factors on the earlier established relationship between the independent and dependent variables. Step one involved testing the effect of marketing communication mix variables on sales performance in the absence of the moderating factor. The beta coefficient of advertising, publicity, sales promotion and direct marketing variables were -0.093, 0.074, 0.072 and 0.606 respectively. Only direct marketing variable was statistically significant at $p < 0.05$ and the R² was 0.418.

Step two involved testing the moderating effect of macro environmental factors on sales performance; the beta coefficient of macro environment factors was 0.039 implying that the direction of the relationship between macro environmental factors and sales performance is positive but not statistically significant. The R² was 0.20 and p value was 0.018 indicating that the strength of the relationship is moderately strong. Therefore, there is relatively moderate effect of macro environmental factors on sales performance.

The third step tested the relationship between marketing communication mix variables and sales performance when the moderator was present. The beta coefficient of Advertising, publicity, sales promotion and direct marketing ascended ranging from -0.127, -0.234, 0.102 and 0.607 respectively. There was a significant increase in the value of R² from 0.418 without the moderating factor to 0.425 when the moderating factor was introduced. The p value weakened from $p = 0.018$ without moderator variable to $p = 0.037$ with moderator variable indicating that the level of statistical significance was lowered.

The study therefore concludes that macro environmental factors have a positive moderating effect on the relationship between marketing communication mix and sales performance in the soft drink companies in Dar es Salaam. Therefore the study fails to reject the alternate hypothesis.

The conclusion agree with those of Onditi *et al.* (2014) who concluded that companies have to develop creative marketing communication strategies, position and differentiate themselves in a way that positively affects their sales turnover. Adebisi & Babatunde (2011) concluded that promotional mix has significant effect on sales turnover when suitable choice of promotional mix will be chosen; it will completely improve the sale and enhance the good image of an organization. The finding also revealed that appropriate application of promotional mix will increase the market share and improve organization growth in the face of tough competition. Nwielaghi & Ogwo (2013) concluded that the more the trade promotion strategies are exploited, the higher the marketing performance of these firms hence the results support the finding by indicating that increase application of marketing communication strategies will result to increased sales performance of a firm.

The conclusion of hypothesis five can be theoretically supported by the arguments derived from the hierarchy of response theory which states that the buyer passes through three stages; cognitive, affective and behavioral stages. Thus, in order for consumers to make a purchase decision, they have to start by being aware of the product and then create desire and lastly acquire the product. The theory assumes that number of customers decreases as you shift from one stage to another which indicates that business should attempt their best to raise number of consumers in the final stages of purchase through innovative marketing communication messages that convey unique value or service schemes to the target audience. Although if the market becomes saturated or reaches a period of maximum growth in the product life cycle, where consumers are aware and fully knowledgeable of the product hence awareness strategies like advertising and publicity becomes less effective or bring out less expected outcomes for the company.

Table 4.15 Summary of Hypotheses Testing

Hypotheses	Test Criteria	Findings	Conclusion
H ₀₁	Advertising has no significant effect on sales performance of soft drink companies.	$\beta = -0.093$; $p > 0.05$ $p = 0.626$; Positive but not significant	H ₀₁ Supported. No significant statistical effect of Advertising on sales performance
H ₀₂	Sales promotions strategies have no significant effect on sales performance of soft drinks companies.	$\beta = 0.074$; $p > 0.05$ $p = 0.702$; Not statistically significant	H ₀₂ Supported. No significant statistical effect of Sales promotion on sales performance
H ₀₃	Publicity has no significant effect on sales performance of sales performance of soft drinks companies.	$\beta = 0.072$; $p > 0.05$ $p = 0.706$; Not statistically significant	H ₀₃ Supported. No significant statistical effect of Publicity on sales performance
H ₀₄	There is no significant effect of direct marketing on sales performance of soft drinks companies.	$\beta = 0.606$; $p < 0.05$ $p = 0.002$; statistically significant	H ₀₄ Not supported. There is a positive significant statistical effect of direct marketing on sales performance.
H ₀₅	There is no moderating effect of macro environmental factors on the relationship between marketing communication mix and sales performance of soft drink companies	$p = 0.020$ Positive and Significant	Macro environment moderates the relationship between some of the communication mix factors and sales performance

Source: Survey Data, (2016)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this last chapter of the study it presents a summary, conclusion and recommendations of the study basing on the objectives of the study.

5.2 Summary

This study sought to determine the effect that marketing communication strategies have on sales performance of soft drink companies in Dar es salaam, Tanzania. The study had five objectives that responded to the problem of the study. Since the study was measuring the effect of marketing communication mix on sales performance, the population of the study included both marketing managers and sales personnel of soft drink companies in Dar es Salaam as respondents since they were the relevant source of marketing communication and sales performance information. Questionnaires were administered to randomly selected respondents from soft drink companies (both marketing managers and sales personnel). The primary data was collected using questionnaires method of data collection, the data was collected at one period of time around August - December 2015.

The study found that all the independent variables which are advertising, publicity, sales promotion and direct marketing scored aggregate mean scores rated at the level of a good extent. The dependent variable which is sales performance measured at a relatively lower level of fair extent. The study interpreted the findings in the convenience of the theories that supported the study as well as the findings of other previous studies and observed that the findings were in agreement with theory and the previous studies. The moderating variable measured at the level of moderate extent and the study interpreted this mean score level of 3.8 implying that the soft drink companies in Dar es Salaam considers macro environmental factors to be an important factor which in turn influence the relationship between marketing communication mix and sales performance but at a moderate level since the soft drink market is already saturated and is at a matured stage of a product life cycle.

The study sought to answer five objectives, that is to establish the effect of advertising on the sales performance of soft drink companies in Dar es Salaam, Tanzania, to determine the effect of sales promotion on the sales performance of soft drink companies in Dar es

Salaam, Tanzania, to determine the effect of publicity on sales performance of soft drink companies in Dar es Salaam, Tanzania, to examine the effect of direct marketing on the sales performance of soft drink companies in Dar es Salaam, Tanzania and to establish the moderating effect of the macro environmental factors on the relationship between marketing communication mix and sales performance of soft drink companies in Dar es Salaam, Tanzania.

The first objective sought to assess the effect of advertising on the sales performance of soft drink companies in Dar es Salaam, Tanzania. The results from the test of hypothesis one showed that there was weak and negative effect of advertising on sales performance and that the effect was not statistically significant in soft drink companies in Dar es Salaam.

The results of this hypothesis test were found to be consistent with previous empirical work and theoretical frameworks. The study offered an explanation on the findings using the suggestions of the previous empirical work and theories. The main explanation given tended to indicate that even though advertising has been agreed to meet the potentials suggested by the researchers and theorists, the challenge is on how to measure the direct effect of advertising techniques on the sales of a product in the market.

From this hypothesis, it can be interpreted that even though there is a negative and weak relationship between advertising and sales performance yet advertising is important in sustaining or promoting sales performance of a product, both the apparent importance and benefits are realized when the marketing message is well integrated with other promotion strategies. The companies in this industry therefore will need to adopt an integrated marketing communication mix strategy whereby the marketing communication message will be delivered in a more consistent manner relying on a proper understanding of the customer perceptions and needs. Based on these facts, it can therefore be concluded that integrated marketing communication message plays an important role in explaining the relationship between marketing communication mix and sales performance.

The second objective sought to examine the effect of sales promotion on the sales performance of soft drink companies in Dar es Salaam, Tanzania. To answer this objective the effect of sales promotion on sales performance was tested to determine whether there was a statistically significant effect. The results of the hypothesis testing presented indicated that there was a positive but not statistically significant effect of sales

promotion on sales performance in the soft drink companies in Dar es Salaam. Since the strength of the relationship between sales promotion and sales performance was positive, appropriate explanations were provided from the findings of previous studies that were reviewed.

The study provided an explanation to this hypothesis from the previous studies that suggested that sales promotion campaigns should provoke positive outcomes on a products' sales performance. Consistently, Heerde *et al.* (2004) concluded that promotions led to improved sales of a company's brand. The enhancement was noted to the fact that, when consumers swapped brands and acquired earlier or more during promotions, it was bound to result in an increase in sales. The results of this study also support that of Ifeanyi-Obe *et al.* (2008) which assessed the effect of sales promotion on the volume of sales of Royco. The result from the findings of the research established a positive link between sales promotion and sales volume. From the findings of hypotheses two, it can be interpreted that even though soft drink companies in Dar es Salaam have invested in other marketing communication mix strategies, sales promotion strategy has proved to be among the successful promoting tools in improving sales performance of the products.

Objective three intended to establish the effect of publicity on sales performance of soft drink companies in Dar es Salaam, Tanzania. The relationship between publicity and sales performance was tested. The findings of the analysis showed that there was weak effect of publicity strategies on sales performance, and the direction of the effect was positive. The findings indicated that there was statistically positive insignificant effect of publicity on sales performance in soft drink companies in Dar es Salaam, Tanzania. The arguments from theoretical reviews held the view that companies should use publicity to draw public attention, it can also be applied to maintain public visibility and used for the provision of information to the public. The study suggested that soft drink companies should consider more use of the publicity strategy because it is costless most of the time and it is a very necessary tool because it creates the good will of an organization. The study therefore concludes that the test of hypothesis suggested that since there is a positive effect of publicity on sales performance, then soft drink companies have an opportunity to make this relationship stronger through integration of other marketing communication mix strategies specifically advertising and sales promotion strategies that

can influence high performance in marketing communication mix that can contribute to higher sales performance.

Objective four anticipated to establish the effect of direct marketing on sales performance in the soft drink companies in Dar es Salaam, Tanzania. The relationship between direct marketing and sales performance was tested. The findings of the analysis showed that there was strong effect of direct marketing on sales performance, and the effect was significantly positive. The findings indicated that there was statistically significant effect of direct marketing on sales performance in soft drink companies in Dar es Salaam, Tanzania. The arguments from empirical reviews and previous studies suggested that direct marketing strategies such as e-marketing are very effective and bring direct results. However, other previous studies commented that the use of direct marketing strategy alone is not enough to determine the level of marketing communication success in attaining highest level of sales performance, but rather, integrating direct marketing strategy and other marketing communication mix is vital in determining successful improvement of the soft drink sales performance. Therefore, the study suggests that, soft drink companies should consider the integration of direct marketing message and other marketing communication mix strategies in all the stages of marketing campaigns process to ensure the attainment of high level of sales performance to their products.

The last objective sought to determine the moderating effect of macro environmental factors on the relationship between marketing communication mix and sales performance. The results of the hypothesis test showed that macro environmental factors had a positive moderating effect on the relationship between marketing communication mix and sales performance and it is statistically significant. The arguments from theoretical reviews proposed that the macro environment factors such as competition, market factors and distribution system within which a company operates can influence company's sales performance positively or negatively depending on how well these environments are managed. The explanations offered raised the need for soft drink companies to pay attention to macro environment factors through careful planning and formulation of appropriate strategies in order to ensure the use of appropriate marketing communication mix to fit well in the environment. Based on the facts of hypothesis five of the study, it is therefore concluded that soft drink companies need to create strategies to adapt to the external environment of which companies have no control of because these external factors influence company's capacity to communicate to the market.

5.3 Conclusion

The study sought to determine the effect of marketing communication mix on sales performance, and the influence that macro environmental factors have on the relationship between marketing communication mix and sales performance. From the findings presented and the justifications presented, this study makes five conclusions. First, the study concludes that in the perspective of the soft drink companies in Dar es Salaam, Tanzania, advertising strategy affects sales performance negatively and companies can achieve higher levels of sales volume, sales growth and sales targets on sales performance by integrating advertising message of marketing communication mix with other marketing communication mix strategies such as direct marketing in order to enhance the effect of advertising on the sales performance of the products.

Secondly, sales promotion strategy has an insignificant positive influence on sales performance, and that companies can improve that relationship by integrating direct marketing as well as publicity tactics that will improve the brand image therefore eventually increase level of sales performance. Third, publicity has a positive effect on the level of sales performance and that companies in soft drink industry can improve this relationship by considering public attention and public visibility that may have an influence in promotion campaigns. The soft drink companies have an opportunity to make this relationship stronger through integration of other marketing communication mix strategies specifically direct marketing and sales promotion strategies that can influence high performance in marketing communication mix that can contribute to higher sales performance.

Fourth, direct marketing strategy has a strong positive effect on the level of sales performance and that companies in soft drink industry can improve the strength of this relationship by developing a close association, generate an immediate response, cover a wide audience with targeted promotion message, and allow complete, customized, and personal message from the direct marketing strategy. Lastly, the study concludes that, macro environmental factors affect the relationship between marketing communication mix and sales performance in soft drink companies in Dar es Salaam, and thus it is important that soft drink companies develop strategies to adapt well to the macro environment so as to fit well in the market. Every soft drink company must have proper and properly monitored promotional activities and must be able to tailor it in such a way that it will increase its sales levels for the organization. Since in order for a soft drink

company to survive in its marketing environment it must continue to operate in an adequately way and making proper marketing decisions concerning its products.

5.4 Recommendations for Policy

In view of the findings and conclusions of the study reported, the research makes three recommendations to the soft drink companies based on the objectives of the study that were found to have positive significant and insignificant relationships. The study provides recommendations for the purpose of improving the integration on marketing communication mix strategies of soft drink companies. In line with the third objective, the study suggests that soft drink companies should consider integration of publicity strategies such as public visibility and public attention seeking since these strategies influence the level of sales performance. For the fourth objective, the study recommends that it is important for soft drink companies continue investing in direct marketing activities that will support the integration of customized and personalized messages with other marketing communication activities. Lastly, aligned with the fifth objective of this study, it is recommended that it is crucial for soft drink companies to formulate strategies and make decisions that will enable them to adopt to the external environment and be able to survive in the changing business environments, since these environments affect company's activities.

5.5 Recommendations for Further Research

The findings and conclusions presented by the study had three limitations. First, the study did not test the influence of these demographic factors on the variables in the study hence in the future a study can be conducted on how demographic factors affect marketing communication strategies on sales performance. Secondly, the study did not include all the marketing communication mix variables that would have added to the more generation of conclusion, for this reason a study can be conducted to include all the marketing communication strategies in order to make a more comprehensive conclusion on the matter. Thirdly, even though in the theory and previous empirical findings, micro environmental factors were used to offer explanations on the findings of this study, the study did not include measures of micro environmental factors so as to assess the exact role it would play therefore variables of the micro environmental factor can be used to test the outcome they bring about in sales performance of soft drink companies.

In view of the limitations cited, the study makes four recommendations for future research. First, this study recommends further research to test specifically the impact of the direct marketing technique to determine the level of sales performance. The second area is on the use of non parametric statistics like Chi-square test of association to assess any possible association between marketing communication mix and the performance. The third area is on integrating customer retention techniques and advanced technology with marketing communication strategies to determine the level of sales performance. And lastly, based on the limitations of our study, future research could expand the generalizability of the study by conducting a much larger survey across a number of firms' in different industries with a representation of different selling situations.

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APPENDIX 1: LETTER OF INTRODUCTION

Dear respondent,

The research questionnaire is proposed to acquire information from soft drink manufacturing companies on the various marketing communication strategies utilized to improve sales performance. The questionnaire is part of the study procedure in partial fulfillment of a degree of masters of Science in Marketing. Kindly note that the information obtained from this questionnaire will be used for academic purpose only and all the responses will be managed with high confidentiality.

Valued respondent, you are kindly requested to respond to all statements in each section by ticking where appropriately and completing the statements guidelines provided in each question.

Thank you in advance.

Yours Neema Omary.

APPENDIX 2A: RESEARCH QUESTIONNAIRE FOR MARKETING/SALES MANAGERS

INTRODUCTION

This questionnaire is designed to obtain information from soft drink companies on several dimensions that facilitate sales performance. The information obtained from respondents will be used for academic purposes only. All responses will be handled with high confidentiality. You are required to respond to the various statements in different sections of the questionnaire according to the guidelines provided in each section

PART 1: DEMOGRAPHIC INFORMATION

Dear respondent, kindly select the appropriate category and put a tick on the spaces provided

SECTION A:

1. Gender: Male Female
2. Age:

below 20 years []	41-50 years []
21-30 years []	51-60 years []
31-40 years []	above 60 years []
3. Level of education:

Primary level <input type="checkbox"/>	Secondary level <input type="checkbox"/>	College/University level <input type="checkbox"/>
--	--	---
4. Position:

Marketing manager []	Marketing officer []
Sales personnel []	Supervisor []
5. Experience:

Less than one (1) year []	4 – 5 years []
1 – 3 year(s) []	More than 5 years []
6. What form of advertising does your firm prefer the most?

Radio []	Television []	Newspaper []
Journals []	Magazines []	Others specify.....
7. Who is your most preferred target audience?

Consumers []	Retailers []	Wholesalers []
Others specify.....		
8. What kind of publicity does your company perform?

Sponsorship of events e.g. sports, charity []	Media sponsorship e.g T.v. programmes []
Others specify.....	

9. What form of direct marketing methods does your company employ for communication with target audience?
 Mail [] E-mail [] Website [] Telephone []
 Others specify.....

SECTION B: EFFECT OF MARKETING COMMUNICATION MIX ON SALES PERFORMANCE

Kindly rate the following statements below as to the extent to which various marketing communication mix affect your soft drink company sales performance. Using a scale of 1 – 5, tick in the appropriate box as to the extent of your agreement or disagreement with the statements given. Where:

Scale: 1= Not at all 2= Slightly low Extent 3= Moderate Extent 4= High Extent 5= Very high Extent

Effect of Advertising on Sales Performance

In reference to your answer in question 6 about effect of advertising on sales performance, please indicate the extent to which you agree or disagree with the statements on how advertising affect your soft drink company sales performance.

Statement	1	2	3	4	5
10. my company considers cost of frequency of advertisement when marketing our products					
11. my company considers target market when scheduling the timing for advertisement					
12. my company considers level of technology of media used when advertising our products					
13. presence of alternative media for advertisement has resulted to boost in the marketing effort of our company					
14. media type used, method and time of broadcasting advertisement of our company product enhance reach of our target audience					

Effect of Publicity on Sales Performance

Please answer this section in reference to answer in question 8 on the effect of Publicity on sales performance. Please indicate the extent to which you agree or disagree with the statement on how publicity activities affect sales performance of your soft drink company

Statement	1	2	3	4	5
15. our preferred mode of publicity has resulted to positive branding of our products					
16. our well known brand name has initiated our company publicity activities through sponsorship and charity events					
17. effective use of our company trade name and slogans for our products improved our company publicity activities					
18. our competitors define our choice of mode of publicity on our company products					
19. the cost of using publicity method on our company products has influenced the manner of communicating of our company products					
20. our publicity activities improve our company's product profitability					

Effect of Macro Environment factors on Sales performance

This section consists of statements on the effect of macro environment factors on sales performance. Kindly indicate the extent to which you agree or disagree with the statement on how macro environment factors affect sales performance of your soft drink company

Statements	1	2	3	4	5
21. my company considers media used by competitors when choosing media for advertising					
22. our advertising program is determined by frequency of competitor firm when marketing our products					
23. our industry entry barriers influence increase in sales growth of our company					
24. positive publicity of our company has led to increase in distribution network					
25. our company use of advanced technology has resulted to					

increase in sales growth of our company products					
26. our quality product distribution system has brought about customer satisfaction through direct customer feedback					
27. our company operating cost for our channel of distribution is effectively beneficial to our company sales revenue					
28. increased customer activities has resulted to increase sales performance of our products through increase market coverage					

THANK YOU FOR YOUR COOPERATION, YOUR TIME AND RESPONSE

Mail []

E-mail []

Website []

Telephone []

Others specify.....

SECTION B:

Kindly rate the following statements below as to the extent to which various marketing communication mix affect your soft drink company sales performance. Using a scale of 1 – 5, tick in the appropriate box as to the extent of your agreement or disagreement with the statements given. Where:

Scale: 1= Not at all 2= Slightly low Extent 3= Moderate Extent 4= High Extent 5= Very high Extent

Effect of Sales Promotion on Sales Performance

This section consists of statements on effect of sales promotion on sales performance. In reference to your answer in question 7, kindly indicate the extent to which you agree or disagree with the statement on how sales promotion activities affect sales performance of your soft drink company

Statement	1	2	3	4	5
10. sales personnel of our company influence sales promotion activities positively					
11. our sales promotion activities places emphasis on building customer relationship through sales contests					
12. our company considers timely placement of sales promotion activities					
13. the benefits from sales promotions outweigh the cost incurred in trade shows and exhibitions activities of our products					
14. our company sales activities reach our target audience					
15. our company point of purchase displays enhance marketing efforts of our company					
16. sales promotion assist in creation of customers awareness activities					

Effect of Direct Marketing on Sales Performance

In reference to question number 9 on the effect of direct marketing on sales performance. Kindly indicate the extent to which you agree or disagree with the statement on how direct marketing activities affect sales performance of your soft drink company

Statements	1	2	3	4	5
17. our company's customer service activities has led to customer relations and retention					
18. Improved customer loyalty of our company is the result of effective direct marketing activities					
19. our direct response marketing activities are more efficient in improving customers' intentions to purchase our products					
20. Our direct marketing activities creates customer awareness and remind our customers on our products trough mail and emails.					
21. advancement of technology has make possible to improve our company direct marketing activities					

Sales Performance

This section contains statements on sales performance. Please indicate the extent to which you agree or disagree with the statement on marketing communication mix activities towards improvement of sales performance of your soft drink company

Statements	1	2	3	4	5
22 presence of alternative media results to boost in sales performance					
23. our preferred mode of publicity for our products has resulted to sales growth					
24 sports and charity events has increased our company sales performance					
25. our company sales growth and profits maximization of our products is the outcome of customer care activities					
26. market size, number of competitors, accessibility to marketing channels and market expansion are the main indicators of sales performance of our company					
27. our market communication mix has definitely led to the increase in market share of our company products					
28. the frequency of advertising of our company has led to increase in the attainment of sales calls per day targets					

THANK YOU FOR YOUR COOPERATION, YOUR TIME AND RESPO

APPENDIX 3: LIST OF SOFT DRINK COMPANIES IN DAR ES SALAAM

1. BAKHRESA GROUP OF COMPANIES LTD, P.O.BOX 2517, DAR ES SALAAM
2. MOHAMED ENTERPRISES TANZANIA LTD (METL)
3. SBC (T) LTD, P.O. BOX 4162, DAR ES SALAAM
4. COCA COLA KWANZA LTD, COCACOLA ROAD, DSM
5. PROMASIDOR (PTY) LTD, P.O.BOX 40580, DAR ES SALAAM
6. SAYONA DRINKS LTD, P.O. BOX 3030, DAR ES SALAAM
7. SUPER SIP LTD, P. O. BOX 2337, MANDELA ROAD, TABATA INDUSTRIAL AREA DAR ES SALAAM
8. CHEMI & COTEX INDUSTRIAL LTD, P. O. BOX 347, DSM
9. DUBAI REFRESHMENTS AND BEVERAGES LTD, P.O. BOX 19779, DAR ES SALAAM
10. PRESTIGE INDUSTRIES LTD, P.O.BOX 129, DAR ES SALAAM
11. K COOL ENTERPRISES LTD, P.O.BOX 45181, DAR ES SALAAM
12. SAIFI SODA FOUNTAIN, PAREWE STREET DAR ES SALAAM, P.O.BOX 166, DAR ES SALAAM
13. ULUGURU FOUNTAIN LTD, KIBAHA, DAR ES SALAAM RURAL, P.O.BOX 522, DAR ES SALAAM.
14. NDIYO BOTTLING CO. LTD., P.O.BOX 1997 DAR ES SALAAM
15. AQUA LINK DESALINATION (T) LTD, P.O.BOX 13795, DSM
16. KI NATURAL SPRING WATER, LURU ROAD , P. O. BOX 933, DSM
17. POWER FOODS LTD, P.O. BOX 23437, DAR ES SALAAM.
18. ANJARI SODA FACTORY LTD, P.O. BOX 25, NGOFU CHINI , DSM
19. BLOWPLAST COMPANY, P.O. BOX 815, DSM, TANZANIA
20. IMRAN TRADERS, P.O. BOX 137, DSM
21. MASASI FOOD INDUSTRIES COMPANY LTD, PLOT NO-185 PICHA YA NDEGE, KIBAHA INDUSTRIAL AREA, DAR ES SALAAM
22. BANIT TAMIM FOOD PRODUCTS LTD, KINONDONI, DAR ES SALAAM
23. CHUCHUBA ICE INDUSTRY LIMITED, P.O. BOX 7202, DSM
24. AGRO PROCESSING BUSSINESS AGENCY LIMITED, P.O. BOX 42949, DAR ES SALAAM
25. VIN MART LIMITED, P.O. BOX 77007 419, DAR ES SALAAM
26. DEVIDEIC GROUP LTD, P.O. BOX 1504, DSM.
27. A- ONE PRODUCTS AND BOTTLERS LTD, METL COMPLEX, P.O.BOX 22196, DAR ES SALAAM
28. BONITE BOTTLERS LTD, IMO ROAD, DSM
29. ASILIA FRUIT PRODUCTS, P.O.BOX 35036, DAR ES SALAAM
30. SAID SALIM BAKHRESA CO. LTD, J.K NYERERE ROAD, DSM
31. SODA KING LTD, SOKOINE ROAD, DSM
32. MAHSEIN & SONS LTD, INDUSTRIAL AREA, CHANG'OMBE, DSM
33. GREAT ZONE INVESTMENT COMPANY
34. KI NATURAL SPRING WATER CO. LTD
35. JUMBO FOODS INDUSTRIAL LTD
36. NUTRO INDUSTRIES LTD
37. RELIM WATER & JUICE COMPANY LTD, P.O. BOX 9966, DAR ES SALAAM

SOURCE: (Confederation of Tanzania Industries (CTI) and yellowpages.co.tz, 2014)

APPENDIX 4: APPROVAL OF RESEARCH PROPOSAL



KENYATTA UNIVERSITY GRADUATE SCHOOL

②

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 57530

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 2nd September 2015

TO: Neema Omary Seukindo
C/o Business Administration Department.

REF: D58EA/CTY/PT/20917/12

SUBJECT: APPROVAL OF RESEARCH PROPOSAL
=====

This is to inform you that Graduate School Board, at its meeting of 28th August 2015, approved your Research Proposal for the M.Sc. Degree Entitled, "Effects of Marketing Communication Mix On Sales Performance of Soft Drink Companies in Dar Es Salaam, Tanzania".

You may now proceed with data collection, subject to clearance with the Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking forms per semester. The form has been developed to replace the progress report forms. The supervision Tracking Forms are available at the University's website under Graduate School webpage downloads.

Thank you.

A handwritten signature in black ink, appearing to be 'RM', written over a horizontal line.

REUBEN MURIUKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Department of Business Administration

Supervisors:

1. Dr. James Kilika
C/o Department of Business Administration
Kenyatta University
2. Dr. SMA Muathe
C/o Department of Business Administration
Kenyatta University

RM/hn

APPENDIX 5: RESEARCH AUTHORIZATION LETTER



6

KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA

Tel. 8710901 Ext. 57530

Our Ref: D58EA/CTY/PT/20917/2012

DATE: 2nd September 2015

Director General,
National Commission for Science, Technology
& Innovation
P.O. Box 36023-00100,
NAIROBI

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION NEEMA OMARY SEUKINDO- REG. NO.
D58EA/CTY/PT/20917/2012**

I write to introduce Ms. Neema Omary Seukindo who is a Postgraduate Student of this University. She is registered for M.Sc degree programme in the Department of Business Administration.

Ms. Neema intends to conduct research for an M.Sc Proposal entitled, "Effects of Marketing Communication Mix on Sales Performance of Soft Drink Companies in Dar Es Salaam, Tanzania".

Any assistance given will be highly appreciated.

Yours faithfully,

**MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL**

RM/nn