



Sudan University of Science & Technology
College of Graduate Studies

‘Strategic Marketing Performance of the Sudanese Enterprises’

Selected Cases from Telecommunications Sector in Khartoum State (2015)

"اثر الأداء للتسويق الإستراتيجي في الأعمال السودانية"

بالتطبيق على شركات مختارة من قطاع الاتصالات في ولاية الخرطوم (2015)

Thesis submitted for the fulfilment of the requirements of the Ph.D. Degree in Business
Administration

By

Nada Ali Mahmoud Ahmed Hassanein

Supervised By

Professor Ali Abdalla Al-Hakem

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DEDICATION

To Mom and Dad ...

To my husband Osama ...

To my kids Ahmed, Reem, Hala and Lama...

To the soul of my kid Ali

To all of them I dedicate this work with great love and regard

Acknowledgement

I would like to express my great indebtedness and appreciation to all those who helped me in doing this research and to whom I feel indebted. Firstly, deep and sincere thanks and appreciation would go to my supervisor Prof. Ali Abdalla Al-Hakem for his useful guidance, invaluable advice and great help without which the research wouldn't have been possible in its present form. I am greatly indebted to him.

My truthful thanks go to Sudan University of Science and Technology as well as to the College of Graduate Studies. Great appreciation goes to Dr. Tarig El-Rasheed for his support in analyzing the research collected data.

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Without the efforts and help of all whom I mentioned above, this work could have hardly been completed. A lot of my thanks are due to all of them.

Undoubtly all shortcomings are definitely mine.

Nada

الستخلص

تناولت الدراسة أثر الأستراتيجيات التسويقية على تطوير الاداء التسويقي فى المؤسسات السودانية بالتطبيق على شركات الاتصالات السودانية.

تمثلت مشكلة الدراسة فى أن المؤسسات تضع أهدافاً محددة ، تحول هذه الاهداف الى استراتيجيات تسويقية قابلة للتنفيذ، لكن بعضاً من هذه المؤسسات تفشل فى تطبيق الاستراتيجيات التسويقية إما لعدم ملائمة الاستراتيجيات لوضع الشركة فى السوق أو لتغير البيئة التسويقية التى تعمل فيها الشركة . لقياس مدى نجاح إدارة أي شركة لابد من قياس مدى تطبيق استراتيجياتها التسويقية .

نبعت أهمية هذه الدراسة من خلال أنها تقيس الاستراتيجيات التسويقية لمؤسسات الاتصالات السودانية فى فترة انفتاح الاقتصاد، المنافسة، والعولمة فى العالم ككل وفى السودان على وجه الخصوص.

هدفت هذه الدراسة إلى قياس واقع التسويق فى مؤسسات الاتصال بالإضافة إلى أنها توفر معرفة وقياس الاستراتيجيات التسويقية فى شركات الإتصالات فى السودان وتمكن من القياس ببحوث مستقبلية تتعلق بالاستراتيجيات التسويقية فى المؤسسات السودانية عموماً.

استخدمت الدراسة الاستبانة كاداة لجمع البيانات للدراسة. تكون مجتمع الدراسة من الإدارة العليا والإدارة الوسطى التى تشارك فى وضع استراتيجيات التسويق لشركات الاتصالات السودانية.

خلصت الدراسة إلى العديد من النتائج أهمها:

- شركات الاتصالات السودانية - تحت الدراسة - تقدم خدمات ذات جودة عالية لكسب رضا المستهلكين.
- الاستراتيجيات التسويقية لشركات الاتصالات السودانية تحت الدراسة تساعد على إيجاد المزايا التنافسية لها وتطويرها.
- هناك علاقة إحصائية بين الاستراتيجيات التسويقية وتشمل (جودة الخدمة - السعر المناسب - تنوع منافذ التوزيع - جودة الترويج - وجود أهداف تسويقية محددة) وبين تطوير الاداء التسويقي ويشمل (رضاء المستهلك وحصصة مشاركة الشركة في السوق).

خرجت الدراسة بالعديد من التوصيات منها:

- على شركات الإتصالات السودانية تبني سياسات تسويقية محددة مع الأخذ في الإعتبار طبيعة الخدمات التي تقدمها الشركات والسوق التنافسي للشركات.
- على الشركات الاهتمام بعلاقاتها العامة ورعاية برامج وعروض تلفزيونية مشاهدة.
- على الشركات الاهتمام ببحوث التسويق والقيام بها قبل وضع السياسات التسويقية وأخذ القرارات التسويقية .
- على الشركات تبني برامج الولاء لربط المستهلك بالشركة واعتبار النفقات في هذا المجال إستثماراً.

ABSTRACT

The study examined the impact of Strategic Marketing Management and its Impact on Improving Marketing Performance of the Sudanese Enterprises. The problem of the study is that most of Sudanese enterprises began with developing a concept of the business and formed a vision of where the organization needs to be headed, converted mission into specific performance objectives, crafted a strategy to achieve the targeted performance, but some of them failed to implement and execute the chosen strategy efficiently and effectively. The standards for judging whether an organization is well managed are grounded in effective strategic marketing management which needs perfect strategy with perfect execution.

The justification of the study is represented in that it emerges at a time of openness, competition, free trade, and globalization throughout the world generally & in the Sudan specifically. The study of strategic marketing management and the evaluation of its impact on improving the marketing performance in a developing country like the Sudan with all its trends of encouraging more and more foreign investment becomes of critical importance.

The objective of the study might be stated as to develop a frame of reference which is adjusted to the marketer's view of reality, should lead to better knowledge of marketing strategies in Sudanese enterprises, and could be a basic for further research on marketing strategies in Sudanese enterprises. Also, it is objected to demonstrate how marketing strategies are made in the communications sector in the Sudan, and to evaluate the strength of the enterprises under study and to pinpoint the weak points.

The study was used the questionnaire. The questionnaire reflects all the opinions carried by each manager shares in setting up the marketing strategies for each company. The population of the study concentrates in the high level management. Based on our investigation of the practice of strategic marketing management in Zain, MTN, and Sudatel Group together with the analysis and evolutions of the performance of these enterprise, we are able to come out with certain conclusion, which are:

- Each company under study focuses on providing high quality of services to gain their customers' satisfaction.
- The marketing strategies for each company under study assist in finding out competitive advantages and keeping them on.
- There is a relationship between strategic marketing management (quality of services, reasonable prices, diversity of distribution channels, good promotion, and existence of definite marketing objectives) and improving the marketing performance (customers' satisfaction, and the market share).

The study suggests some recommendations:-

- The companies should adopt definite marketing strategies taking into consideration the nature of the services they provide and to take care of their public relations & they might be sponsored T.V. shows & programs.
- The companies should give attention to the marketing researches to improve the marketing strategies and in decision making.

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Chapter 1:

Framework of the Study

1.1: Introduction:

In a world of fast changes, the economy of any country is introduced as an accepted modern yardstick of development in all fields of agriculture, industry, commerce and business activities. In the last twenty years, Sudan has witnessed a spectacular expansion of its investments and business activities. This expansion has tremendous economic implications, and only the economists can contribute to explain what has happened and why it has happened. As a result of this expansion, many changes took place in the Sudanese enterprises. On the one hand, the economy has been influenced by the market forces. In the past, the government used to control the market by using many policies. The outcome of those policies was acute shortage so there was no need for marketing strategies in the Sudanese enterprises. On the other hand, competition took place in many sectors. Thus, many firms entered the market and started to compete with existent enterprises. Therefore, there might be a lot of products and services. In this respect Burton & others suggest that ⁽¹⁾ the gap between the producer and final consumer has widened. Some firms become in danger of losing touch with the actual needs of their customers particularly if they are thousands of miles away. Valid and reliable information is the cornerstone to manage decision-making. Without reliable information, management decision-making would soon degenerate into some crazy game of.

Hence, a systematic approach to the task of management is increasingly important in today's complex environment. One of the prime functions of management is to make decisions. Marketing decisions are particularly difficult to make and their effects are felt throughout a business and indeed inside enterprises. Good information is the raw material used by

¹Burton Modern and Others , Modern Marketing, Random House, New York, 1975 P.P 101

marketers in deciding a company's policy and day- to- day operation. Marketing strategies require an assessment of consumer needs through marketing research and the orientation of all the enterprises, activities towards the satisfaction of those needs. The key technique of the marketing is that of marketing research. Information about an enterprise's market and its customers is collected circumstances. On the basis of this analysis, a marketing policy is evolved⁽¹⁾

Therefore, the enterprises start to emphasize on strategic marketing management as a powerful process for meeting target market needs and to gain profit.

According to Wilson and others marketing strategies “ are the means by which marketing objectives will be achieved and are generally concerned with four major elements of the marketing mix as namely: product, price, place, and promotion”⁽²⁾

Also, marketing strategies might be defined as; “Plans that specify the impact a firm hopes to achieve on the demand for a product or product line in a given target market “⁽³⁾

Thus, within these basics and concepts Sudanese enterprises need to analyze the environment, business factors, and the competitors to continue in the market place. Formulating marketing strategies is one of the most critical and difficult part of the entire marketing process. It sets the Limits of success. It indicates what strengths are to be developed and

¹R.M. Wilson, C. Gilligan, D. Pearson, : strategic Marketing Management Chartered Institute of Marketing, London, (1992), P.P.6

²Ibid P.P 5

³J.P. Gultinan, G.w. Paul, T.J. Madden, : Marketing Management, Mc Grow –Hill Companies,Ins.(1997), P.P 169

what weakness are to be remedied and in what manner. Marketing strategies reflect the enterprise's opinion as how it can profitably apply in the market place. For decades, marketers have thought that competition drive down prices and decreases profits. Although, governments wish to promote perfectly competitive markets, enterprises, marketers seek to find monopolistic markets. The intensity of competition interaction is rooted in market structure.

The present study seeks to show the strategic marketing management in three companies in the telecommunications sector in the Sudan. It will draw a clear picture about the economic changes and their implications on the Sudanese enterprises in general and on the communications sector in particular.

1.2: Problem of the Study:

Business enterprises are facing several problems and challenges that must be overcoming in controlling marketing activities. These problem areas include how to fit the current unpredictable environment, anticipate market changes, pick a market to enter, reconfigure the rule of competition, and protect the status. Most enterprises start with good marketing strategy and strong performance and after a while they start losing their position in their market place except some few enterprises. Although, most of Sudanese enterprises began with developing a concept of the business and formed a vision of where the organization needs to be headed, converted mission into a specific performance objectives, crafted a strategy to achieve the targeted performance, but they failed to implement and execute the chosen strategy efficiently and effectively. The standards for judging whether an organization is well managed are

grounded in effective strategic marketing management which needs perfect strategy with perfect strategy execution.

This research is concerned with investigating the strategic marketing management and its impact on improving the marketing performance of the Sudanese enterprises.

1.3: Questions of the Study:

The problem raises a number of questions, as follows:

1. Whether the existence of effective strategic marketing management leads to develop and improve the Sudanese enterprises?
2. Whether the marketing strategies lead to modernize the enterprises' work from marketing and financial aspects?
3. To what extent the communication sector consider the marketing strategies (i.e. product, price, place, promotion and specific marketing missions)?
4. Does marketing strategies relate to marketing performance?
5. Whether the control upon marketing strategies let the enterprises develop their strategies according to the environmental changes?

1.4: Objectives of the study:

The objectives of this study can be stated as follows:-

1. To determine the relationship between strategic marketing variables and marketing performance
2. To analyse the relationship between strategic marketing variables and marketing performance variables
3. To investigate the relationship between strategic marketing and marketing performance

4. To explore the effect of strategic marketing on marketing performance in the Sudanese enterprises
5. To demonstrate how marketing strategies are made in the communication sector in Sudan

1.5: Major Hypotheses of the study:

It is hypothesized that less attention is given to competitive analysis in the Sudanese market. It is noticed that less effort is put into detailed and formal analysis of competitors. In many cases this seemingly because marketing managers feel that they know enough about their competitors and as a result of this they tend to compete against them on a daily basis. In other cases, some managers believe that it is rarely possible to understand competitors in details, so there is no need to spend time collecting information.

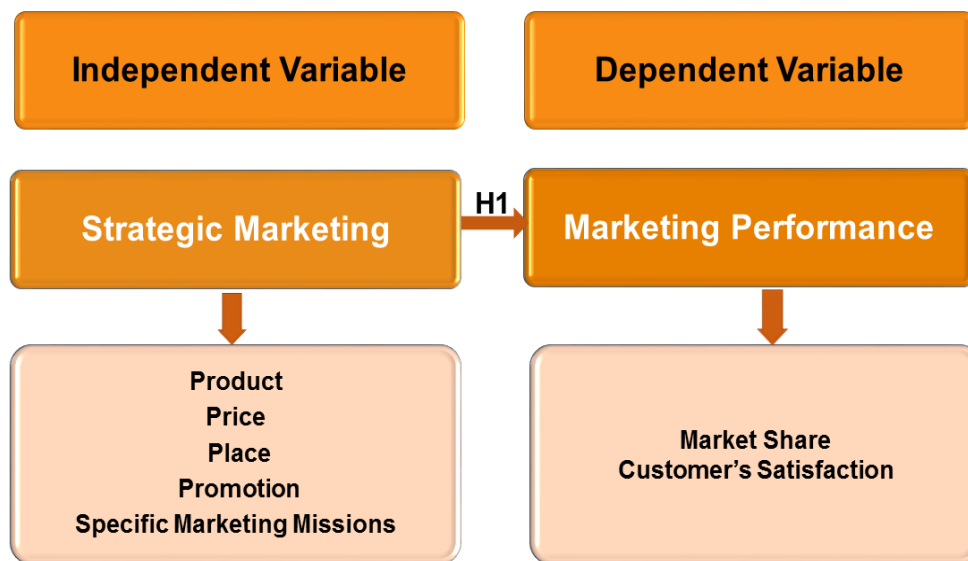
1.5.1: It is hypothesized by this study that:

1. There is a relationship with statistical indicator between the quality of services and improvement of marketing performance for the communications sector.
2. There is a relationship with statistical indicator between pricing and improvement of the marketing performance for the communications sector.
3. There is a relationship with statistical indicator between the diversity of distribution channels of communication services and improvement of the marketing performance for the communications sector.
4. There is a relationship with statistical indicator between the promotion and improvement of the marketing performance for communications sector.

5. There is a relationship with statistical indicator between the existence of definite marketing missions and improvement of marketing performance for the communications sector.
6. There is a relationship with statistical indicator between strategic marketing management and the customers' satisfaction.
7. There is a relationship with statistical indicator between strategic marketing management and the market share.

1.5.2: Model of the Study:

Figure 1.1: The Suggested Model of the Study:



Source: The researcher effort, 2015

The model is based on the theory of the four Ps of marketing mix. According to Kotler¹, the marketing mix of any enterprise consists of four variables which are Product, Price, Place, and Promotion. These components affect directly the marketing performance. In addition, and according to Al-Magboul², the marketing performance is affected by the definition of specific marketing missions. Hence, the model adopted these two theories and take into consideration the product, price, place, promotion and definite marketing missions as independent variables, and the market share and customer's satisfaction as dependent variables measure the marketing performance.

1.6: Significance of the study:

1.6.1 Theoretical Significance:

This study is expected to add value to the field of marketing performance as follows:

1. This study identifies the influence of the strategic marketing on the marketing performance and its importance to the telecommunication sector specifically as well as to others sectors.
2. This study attempts to focus on the strategic marketing and its impact on the marketing performance emerging from the Research created Model.
3. The study also tries to test the theory of four Ps on Sudanese Telecommunication Enterprises.
4. The study evaluates the strength of the enterprises under study and to pinpoint the weak points.
5. The study could be as a basic for further research on marketing strategies in Sudanese enterprises.

¹ Philip Kotler, Marketing Management, Prentice Hall, New York, the Millennium Edition, 2000

² Rasheed Abdel-Rahim Al-Magboul, The Impact of Marketing Strategies on Competition in the Services Sector, A case Study The Sudanese Company for Telecommunication, 2013, p.p. 53

1.6.2 Practical Significance:

From the practical contributory perspective, the study is expected to enhance the knowledge of strategic marketing in telecommunication sector in Sudan in the following ways:

1. The study discloses the concept, significance and outcomes of strategic marketing in the Sudanese telecommunication enterprises.
2. The study seeks to investigate the factors that affect strategic marketing in Sudan and hence, it is expected to contribute significantly to marketing performance in the Sudanese telecommunication enterprises.

1.7: Methodology & Sources of Information:

Because of the generally wide area of this study, the most appropriate way of obtaining the relevant empirical data for it is the descriptive analytical approach. Consequently, three enterprises from communication sectors in Sudan are carried out.

The descriptive analytical approach is therefore suggested for this study because it is designed to obtain pertinent and precise information concerning the current status of phenomena, and whenever possible to draw valid general conclusions from the facts discovered.⁽¹⁾ The Descriptive approach is more than just a collection of data, it involves measurement, classification, analysis, comparison, and interpretation. It collects and provides three types of information:

1. What exists with respect to variables or conditions in a situation,
2. Of what we want by identifying standards or with which to compare the present conditions or what experts consider to be desirable, and

¹ Lokesh Koul, Methodology of Educational Research, Free press, New York. (1986)-p.p.402.

3. Of how to achieve goals by exploring possible ways and means on the basis of the experience of others the opinions of experts. Both primary and secondary data are used in the course of the study. Primary data would be collected through questionnaire and structured interviews with all concerned people and departments of the enterprises under study. The questionnaire reflects all the opinions carried by each manager shares in setting up the marketing strategies for each company. It covers all the persons share in creating and setting the marketing strategies. The questionnaire was arbitrated by six professors in the related area of the study. Secondary data would be collected from statistical, financial, and accounting records, marketing references, journals, periodical and magazines.

The study will describe the practice of offering strategic marketing for three Sudanese enterprises in communication sector which are: Zain Company, MTN Company, and Sudani Company. These represent what is going on internally and externally in the Sudanese markets. Also, they explain to what length and depth the marketing strategies are implemented in the Sudanese enterprises. The study will analyze the data collected through using the Quantitative Methods, the statistical practices of social sciences (SPSS), and the marketing research techniques to arrive at conclusions and generate policy implication.

1.7.1: Research Population and sample:

The Population of this research is consisting of variety of Sudanese enterprises located in Khartoum area, this study mainly concentrate in the high level management. The researcher chose Khartoum state as the following reasons:-

- a. Most of Sudanese enterprises are located at Khartoum and surrounding suburbs.
- b. The largest enterprises are located at Khartoum area, namely, Zain Company MTN, and Sudani Company for communication.
- c. Khartoum is the capital of Sudan and accommodates 50% of population of the Sudan.
- d. Khartoum is the native home of the researcher.

1.7.2: The Techniques of Sample selection:

There are two popular methods for collecting data, which are:

- a. Census Approach in which data is collected from all research members of the population.
- b. Sample Approach in which data collection from some members of the research, population selected according to chosen some basic sample.

For the purpose of this study the researcher chose the first approach. It was selected according to the probability sample sector. Each sector is different from the other, taking into consideration the following criteria:

The sample should cover as much as possible the strategic marketing process involves decisions about which marketing variables or means of competition should be used in Teli- communication sector.

1.7.3: Sample Limitation:

The variables of this study will be checked by means of questionnaire and structured interview. The revised questionnaire and interview will be conducted in samples of services, enterprises represent the major area of service in Sudan which is communications sector. The communication area represented by The Zain Company, MTN, and Sudani company

because they have the largest number of clients than others work in the same sector. See table 1.1.

Table 1.1: Telecommunication Operating Companies in Sudan

Companies	2010	2011	2012	2013	2014
Zain	10,249,505	12,995,308	12,556,542	11,730,836	14,371,832
MTN	3,474,879	6,028,312	7,904,924	8,728,195	10,978,092
Sudani	4,368,847	6,083,723	7,298,328	6,815,058	7,583,580

Source: The National Corporation for Telecommunication, 2015.

1.7.4: Research limitation:

This research was conducted through the following limitations-

- a. Geographic Limitation: This study was conducted on different Sudanese Enterprises in Khartoum state mainly since more than 90% of important large enterprises are located in Khartoum state.
- b. Human Limitations: This study was conducted on the top management Levels which include the general management, head departments, and the management boards of directors of the Sudanese enterprises.
- c. Time Limitations: This study was conducted during 2015.

1.8 Definitions and Illustrations of Terminologies:

A. Strategic Marketing Management:

According to Nasit¹, strategic marketing management composed of the components of the marketing mix which are product, price, place and promotion. Also Kotler² shed light on the definition of specific marketing missions to affect the marketing performance. It is measured through measuring the product which may be goods or

¹ Alpesh A. Nasit, An Empirical Study on Marketing Strategy of Telecom Sector in Gujarat State, 2011

² Philip Kotler, Marketing Management, Prentice Hall, New York, the Millennium Edition, 2000, p.p.88

services¹, price, place, promotion, and definition of specific marketing missions.

- i. **Product:** a product is anything that can be offered to a market to satisfy a want or need. Products that are marketed include physical goods, services, experiences, events, persons, places, properties, organizations, information, and ideas²
- ii. **Price:** a price is a value paid to own any product. Prices goes by many names: rent, fees, charge-rate, price, expenses, and salary³.
- iii. **Place (marketing channels):** are sets of interdependent organizations involved in the process of making a product or service available for use or consumption⁴.
- iv. **Promotion:** it consists of five major modes of communication⁵:
 - 1- Advertising: any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor.
 - 2- Sales Promotion: a variety of short-term incentives to encourage trial or purchase of a product or service.
 - 3- Public Relations and Publicity: a variety of programs designed to promote or protect a company's image or its individual products.

¹ Ibid, p.p. 285

² Ibid, p.p. 394

³ Ibid, p.p. 456

⁴ Louis W. Stern and Abdel El-Ansary, Marketing Channels, 5th Edition, Upper Saddle River, NJ, Prentice Hall, 2000.

⁵ Philip Kotler, Marketing Management, Prentice Hall, New York, the Millennium Edition, 2000, p.p.550

- 4- Personal Selling: face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders.
- 5- Direct Marketing: use of mail, telephone, fax, email, or internet to communicate directly with or solicit a direct response from specific customers and prospects¹.

- v. **Definite Marketing Missions:**to transform marketing strategy into marketing programs, marketers must make basic decisions on the definition of their marketing missions. They must define what level of marketing expenditures will achieve their marketing objectives²

B. Marketing Performance:

According to Guiltinan³, the marketing performance is measured by customer's satisfaction and the company's market share. In order to deliver customer's satisfaction, an organization has to offer quality in its goods and services. Quality represents all the dimensions of the product offering that result in benefits to the customer.

- i. **Customer Satisfaction:** customer satisfaction exists when the level of benefits exceeds rather than just matches expectations. In order to deliver customer satisfaction, an organization has to offer quality of goods and services,

¹ Peter D. Bennett, ed., Dictionary of Marketing Terms, American Marketing Association, Chicago, 1995, p.p. 197.

² Philip Kotler, Marketing Management, Prentice Hall, New York, the Millennium Edition, 2000, p.p.87

³ Joseph P. Guiltinan, Gordon W. Paul, Thomas J. Madden, Marketing Management: Strategies and Programs, 6th Edition, McGraw Hill, New York, 2000.

acceptable process, diversity of distinguished channels, and high pronation¹.

- ii. The Market Share: the market measurements include actual sale for the products and the sales for all the other companies in the markets (industry sales). The marker share for any company vary from one period time to others².

1.9: Organization of the study:

This study comprises five chapters. Chapter One defined the problem of the study which was represented in the fact that enterprises' marketing performance are generally characterized by high quality of services, suitable price for customers, diversity channels of distribution for the services, good promotion of the services, and presence of definite marketing missions in the enterprise. The study hypothesize that there is a strong and direct relationship between enterprises' marketing performance and the level of adoption and practice of strategic marketing management. In addition, the chapter summarized the main objectives of the study.

Chapter Two provided a thorough review of literature on strategic marketing management. Our review covered the marketing perspectives and the marketing environment which include: the external environment, the customer environment, and the internal environment. In addition, it covered the marketing mix as general and strategic marketing management. It includes product strategy, price strategy, marketing channels strategy, and promotion strategy. Also, it covered the factors driving competition.

¹ Ibid, p.p. 6 & 7

² Ibid, p.p. 106

Chapter Three gave a brief historical background about Zain, MTN, and Sudatel Group (the enterprises under consideration). The chapter focused mainly on the establishment, objectives pursued, mission, visions, organization structure, values, and corporate social responsibility.

Chapter Four is an analytical section where in the practices of strategic marketing management in each of the three selected enterprises was investigated. The performance of these enterprises were evaluated, analyzed and compared.

Chapter Five provided the finding of the study wherein we highlighted the practice of strategic marketing management in Zain, MTN, and Sudatel Group.

Chapter 2:
Marketing Concepts & Strategies

This Chapter consists of two parts: Previous studies and literature review.

Part One:

2.1: Previous Studies:

There are few writings in the field of this study. There are some studies which are partial related to the field of this study.

Firstly:The Study of Osama Babekir Mohamed¹. The study tries to shed light on the marketing strategies and their importance to contribute on development of Sudan Airways Company.

The hypotheses of the study include the following:

- 1- There is relationship between customer satisfaction and company profitability.
- 2- There is relationship between Sudan Airways company sale centres performance improvement and its market share.
- 3- There is relationship between marketing plans and performance of domestic- international routes.
- 4- There is relationship between privatization policy and company performance improvement.

The result of the study is that marketing sector is the most important vital sector at any services industry and according to the study Sudan Airways Company will modernize the new marketing system and increase the marketing channel which is represents at marketing centers inside the capital, states, and international stations. Beside a huge revolution in the

¹Osama Babekir Mohamed, The Impact of Marketing Strategies on Performance of Airline Companies, 2006.

field of technological equipment and the system of training of human resources.

Secondly:The Study of Abdel Razik Ahmed¹. The study tries to shed light on the impact of the marketing strategies on Sudan Airways company performance and redressing the negative aspects. The objectives of the study are that, it developed the performance of the marketing strategies, minimize the operating costs for the Sudan airways company, and to develop how the company will face the environment changes. These will be done through effective marketing strategies in the company, discover the lack in it & suggest suitable solutions, and to measure the impact of marketing strategies on the performance on Sudan Airways Company.

The study aims at testing the following hypotheses:

Provision active marketing policies contributes to the development and Progress of Sudan air in the international market.

- Absence of strategic planning does not contribute to the modernization policies that relate to the company in of modern marketing, finance, and selling policies in order to enable the company to be compatible with the environment changes which takes place international marketing officials, contributes to the development of Sudan air in the international market.
- Absent of controlling attention for marketing policies does not contribute in the changes that shall be happen in environment of airline industry.

¹Abdel Razik Ahmed Mohamed Ahmed, The Study of Impact of Marketing Strategies and Policies on the performance– A Case Study Sudan Airways Company, 2005.

The most important result of the study is that:

1. Sudan Airways very much affected by economic sanctions on Sudan since 1997.
2. Sudan Air Company suffered from over staffing during the previous years with no an adequate number of planes.
3. There is no long- term strategic but short term plans (1-4 years) and these plans are not known to the employees.
4. The organizational structure of the company is flexible and there are no criteria in the selection of those who join the jobs.
5. Most employees in the company are upset with the system of incentives and payment in the company.
6. Inadequate external training for the marketing and selling employees.
7. There is a need for more training for the managers of the external stations.

Thirdly: The Study of ELKindi Yousif¹. The study try to investigate the marketing system and strategies for Sudanese Karkadeh in the local and foreign markets, and the contribution of such non – traditional products in the country's national development is an important general theme for the study. The statement of the problem is that agricultural sector in Sudan produces food for the population, raw materials for industries, surpluses for exports and 50% of the government revenue. So, the agricultural contributes to foreign exchange by substitution of current and potential imports and by the proceeds from greater exports. The importance of exports is that its revenue in foreign currency is required to finance the importation of capital goods and raw materials for the rapidly expanding industrial sector. Hence, the agricultural sector is given a high priority of investment in the medium and the long term plans. The justification of

¹ELKindi Yousif Mohamed Osman, The Marketing Strategies for Sudanese Karkadeh, 1984.

the study is that Sudan is leading among the suppliers of Karkadeh. Land and manpower resources and other conditions permit Sudan to produce and sell at competitive price. The exports of value – added products seems to be in favor of Sudan because production costs are less expensive than those imported countries. The main objective of the study is to develop adequate strategies that will improve and promote Karkadeh trade in the local and export markets as they have shown no marked upward trend during the previous years. These strategies also help in solving problems that affect producers, middlemen and exporters through stabilization of price and expanding markets.

The major hypotheses of the study are that:

1. There is relationship between sales and marketing variables.
2. There is a relationship between sales of Karkadeh and various promotion tools.
3. There is a statistical relationship between sales and price confirmed.
4. The results of the study is that:
 - Karkadeh consumption in the local market and exporting to the foreign markets contribute to the achievement of the country's National Development in two ways. The first is import substitution and the second is the increase of the country's earnings of foreign currency.
 - From the correlation coefficients between sales and marketing variables, the major influencing variables are advertising and price.
 - The firms handling Karkadeh trade failed to show serious consideration to advertising mix.
 - Industries Corporation has insufficient analysis of the market; hence it is not fully aware of its potential market segments.

Fourthly:The Study of Hamza Arif Elidewan¹. This study concerned with the marketing environment and that it consists of a lot of variables that affect the performance of any company. The problem states the difficulty of specify rare resources and direct them efficiently and effectively to increase sales and hence to increase profits. In addition, many companies don't care about strategic marketing planning and its importance in decision making. The evolution of marketing strategies in any company is not an easy job, it demands cooperation of all parts in the company and the communication becomes a vital factor to success the marketing strategies.

The study aims to test the following hypotheses:

- 1- There is a relationship between marketing strategies and increasing sales.
- 2- There is a relationship between low productivity and poor marketing processes.
- 3- There is a relationship between competition and increasing sales.

The objectives of the study are:

- 1- Highlight on objectives & define the marketing strategies followed by the company.
- 2- Define the limits and problems facing the marketing processes.
- 3- Determine the role of the company in offering the products to the local markets.

¹ Hamza Arif Elidewan, The Role of Marketing Strategies in Increasing Sales in Jordanian Companies- A Case study Digits Company for Electronics, 2013.

The findings of the study are:

- 1- The company uses the pricing strategies as a strong weapon to face the competition.
- 2- The company uses the promotion strategies to attract the customers.
- 3- The use of marketing strategies leads to increase sales.
- 4- The use of suitable marketing strategies according to the internal and external circumstances leads to increase sales and profits.

Fifthly: The Study of Rasheed Abdel Rahim AlMagboul¹. This study attempt to investigate on the survival of enterprises under sharp competition, which demand a lot of efforts to put on and improve competitive skills to continue in the market place.

The study try to answer on the following questions:

- What are the indicators to judge on the marketing strategies?
- Are the marketing strategies affecting on quality of services offered by the company?
- What are the roles of marketing strategies in controlling the markets?

This study try to find out a full definition of marketing and marketing strategies for the company. Also, it is intended to develop new ways in marketing and marketing mix to sustain the market share of the company.

The objectives of this study are:

- Define the importance of marketing strategies as the major factor to survive the company in the competitive markets.
- Define the influence of competition on the performance of the company.

¹El-Rasheed Abdel-Rahim Al-Magboul, The Impact of Marketing Strategies on Competition in the Services Sector (A Case Study The Sudanese Company For Telecommunication, 2014.

- Study the marketing strategies and its impact on controlling the markets.

The hypotheses of the study are:

- The marketing strategies effect on competition.
- The marketing strategies affect the quality of services offered by the company.
- The marketing strategies affect the marketing processes.
- The marketing strategies support to control the markets.

The major findings of this study are:

- The company has suitable human resources to offer services with high quality.
- The marketing management planned for each process to increase their market share.
- There is a statistical relationship between marketing strategies and the quality of services offered by the company.

Sixthly:The Study of Patricia Source¹.The study is concerned with the question of what are the customer perceptions of relationship building tactics from business they currently patronize, and how to implement relationship building program? The study assumes that the cure for poor practice is to understand the customer's view of relationships. Objectives of this study attempt to measure the consumer's view of marketing strategies used to build relationships. Justification of the study suggests that marketers ask consumers to specify the communication interactions they want with commercial firms. If implemented correctly, this may help build better relationships between the firm and its customers.

¹ Patricia Source, Marketing Strategies that Build Customer commitment and Loyalty, Exploratory Study, 2002

The findings of the study are:

- To make loyalty and marketing programs work, consumer attitudes, motivations, and communication preferences should be part of the consumer profile.
- The major technology enables for relationship between consumers and business.
- The success of marketing programs to build customer commitment is dependent on both how loyalty is defined and the business context in which it is applied.

Seventhly: The study of Chih – Wen Wu¹. The research focused on determinants of business performance and marketing decision in the disciplines of marketing, strategic management, industrial organization economics and resources. By adapting the industrial organization, resource based theories and PIMS database research, the study proposes the organization – environment – strategy – performance (OESP) framework and model of property marketing in the Taiwan property market. The thesis tested an integrative model of business performance incorporating the major determinants of business performance, internal and external environment, and competitive marketing strategy. The marketing strategy has been addressed by a number of research studies in real estate literature but these researches focus primarily on either identification of importance and challenges of marketing or highlighting the necessity for real estate companies to shift their traditional focus (Malizia, 1990). The research complements these studies by providing important insights on how real estate companies can address these

¹ Chih – Wen Wu, An Empirical Study of Marketing Environment Strategy and Performance in the Property market, 2003.

challenges for marketing strategy imposed by the new era of competition and achieve superior performance.

The main objective of this study is to develop a model of property marketing strategy that shows how the pressures and forces of business environment impact on the marketing strategies, and ultimately marketing performance of property marketing organization.

The study of marketing strategy is important for three reasons. First, it is general consensus that marketing function has a significant influence on the corporate performance and profits of a property business unit. Second the dynamic and complex business environment are driving increasing number of property firms to pay attention to formulate and implement marketing strategies because the number of competitors have been growing and sales have been declined in the property market. Third, knowledge of the underling marketing strategies used and the relationship of some marketing strategies to marketing performance is limited in the property management field (Malizia, 1990), but marketing issues occupy the centre – stage in the strategic management debate. The research aimed to test the hypotheses of: the performance effects of internal and external environment characteristics and marketing strategies. Second, the effects of marketing environment, past performance on marketing strategy decisions. Third, the feedback effects of past performance and external environment on internal marketing environment. Finally, the difference of performance and marketing strategy is assessed by capturing dummy variables.

The findings of this study are:

- Market attractiveness, technical change, relative price quality positioning and sales force expenses were found to be significant variables on influencing financial performance.
- Prior performance and marketing environment produce mix effect on marketing strategy decision. Prior performance was found to be the weak effect on the marketing mix decision.
- The substitute of competitors was found to be important explanatory factor to the market orientation and resource commitment while prior performance was not found to influence market orientation culture and resource commitment.

Eighthly: The Study of Alpesh A. Nasit¹. Globalization, liberalization and privation are the three most spoken words in today's world. These initiatives paved way for all – round reforms, especially in developing economies, like India. These countries realized that development of effective and efficient means of communications and information technology is important to push them onto the path of development. The growth of the telecom sector in India during post – liberalization has been phenomenal. The research aims to throw light on the factors that contributed to growth in the segment and presents an insight on the present status of the industry.

The research hypothesized that:

- There is significant impact of various marketing mix element on significant difference of consumer.
- There is no significant difference in service or product pricing among telecom service provider.
- There is service charges are depends on telecom service providers.

¹ Alpesh A. Nasit, An Empirical Study on Marketing Strategy of Telecom Sector in Gujarat State, 2011

- There is significant influence of service quality on customer satisfaction.
- There is no significant relationship between marketing strategy and demographic variable.

The main finding of this research is:

- There is positive influence of various product prices in marketing strategy. Thus, there is no perception difference but association with different company for different product price.
- There is significant influence of product mix in marketing strategy.
- There is significant influence of promotion mix in marketing strategy.
- There is significant influence of service quality on customer satisfaction.
- There is no significant relationship between marketing strategy and demographic variables.

Ninthly: The Study of Amonrat Thoumrungroje¹. This study advanced prior knowledge on globalization and business by analyzing different effects of globalization on firm. Globalization has resulted in several changes in business environment. Market opportunities and threats are major effects of globalization. While the former refers to the increase in market potential, trade and investment potential, and resource accessibility, the latter refers to the increase in number and level of competition and level of uncertainty. Two empirical studies included in the thesis, the first investigated the effects of globalization on firm performance. The second examined the role of firm's cooperation in alliances in enhancing their performance by focusing on co – marketing alliances and international marketing performance of firms.

¹ Amonrat Thoumrungroje, The Effects of Globalization on Marketing Strategy and Performance 2004.

The study hypothesized that:

- Firm performance is positively influenced by global market opportunities.
- Firm performance is negatively influenced by global competitive threats.
- Firm performance is negatively influenced by global market uncertainty.

The Findings of this study are:

- The study contributes to both international business and marketing literature by linking globalization effects to firms' marketing conduct.
- The study illustrates the significant role of co – marketing alliances in enhancing the international marketing performance of firms in the context of globalization.
- The study shows that globalization does not have the same impact on firms.

Tenthly: The Study of Mary Kerubo Osoro¹. The study sought to establish the influence of intangible assets and firm characteristics on the relationship between competitive strategy and performance of companies listed at the Nairobi Securities Exchange. Six specific objectives guided the study namely; to determine the extent to which competitive strategy influences performance of the companies, to assess the influence of intangible assets on the performance of the companies, to assess the influence of the firm characteristics on performance of the companies, to establish the moderating effect of intangible assets on the relationship

¹ Mary Kerubo Osoro, Intangible Assets, Firm Characteristics, Competitive Strategy and Performance of Companies Listed at the Nairobi Securities Exchange, 2013.

between companies, to establish the moderating effect of firm characteristics on the relationship between competitive strategy and performance of the companies, to determine the combined effect of characteristic on performance of the companies. To achieve these objectives, several hypotheses were formulated and tested empirically.

The study established that low cost, differentiation strategy, focus strategy, managerial capability, human capital, corporate reputation, organization cultural, firm size and organizational age had a statistically significant positive effect on sales growth and market share.

The study established that intangible assets moderated the relationship between competitive strategy and performance in terms of sales growth and market share.

Part Two:

2.2 Literature Review

Business Strategy has always relied heavily on marketing ideas, but in recent years the influence of marketing on strategy has grown greatly.

Today, more than ever, strategy is dominated by ideas that sink their roots deeply into the discipline of marketing. Customer satisfaction, the idea of getting close to customers, creating a customer – driven company, the profit impact of new product introductions, and an explosion of product variety are among the ideas that now dominate strategic thinking. They supplement market share, growth, and myriad other ideas that have previously been mainstays in strategy.¹

¹ Steven P. Schnaars, Marketing strategy, Customers & Competition , Second Edition, The Free press, New York, 1998, P.P.I

The reasons for this newfound interest are many. Competition is more intense and global in scope while product quality and customer expectations have risen steadily in the past decade. Firms must do more to compete. They must run faster merely to keep up. Marketing bywords such as customer, product, and market reverberate loudly throughout the study of strategy. Knowing your business, your customers, your markets, and your products are the essential ingredients for strategic success. Today, customers are widely viewed as the cornerstone of the firm's very existence. It is for those reasons that firms scramble to create a customer orientation.

The chartered Institute of Marketing, London, define marketing as the management process responsible for identifying, anticipating and satisfying customer requirements profitably ¹

The term 'marketing' is used in different ways by different people, so, it is necessary to disentangle these differences at the outset. Commonly, there are three ways in which people use the term:

- a. As a description for some part of the organization or in a person's function or job title, such as the marketing department or marketing director.
- b. To describe certain techniques used by the organization. Such activities as advertising, market research, and sometimes sales or product development, can be conveniently described by the collective term 'marketing' to distinguish them from other activities, coming under the headings 'production' or finance or other similar main subdivisions of an organization . Some organizations feel that producing the brochure or launching the web page is doing

¹John Wilmshurst and Adrian Mackay, The Fundamentals and Practice of Marketing, 4 th Edition, 2002, Butterworth Heineam – Linacre House – Jordan Hill, P.P.3.

- c. To indicate a particular approach to business, or a management attitude,
- d. To indicate a particular approach to business, or a management attitude, in relation to customers and their needs. This business philosophy has become known as the ‘marketing concept’⁽¹⁾

The American Marketing Association offers the following formal definition: “Marketing is an organizational function and a set of processes for creation, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stake holders”⁽²⁾

Coping with exchange processes calls for a considerable amount of work and skill. Marketing management takes place when at least one party to a potential exchange thinks about the means of achieving desired responses from other parties. Thus, we may say that marketing management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering and communicating customer value⁽³⁾.

Kotler tends to distinguish between a social and a managerial definition of marketing. A social definition shows the role marketing plays in society, which may be as:” Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with

1 Ibid, P.P 4.

2Philip Kotler’ and Kevin Lane Keller, “Marketing Management’, 12th Edition, prentice Hall,2006, P.P.6.

3 Ibid, P.P.5

others,”⁽¹⁾ For a managerial definition, he says: marketing has often been described as the art of selling products, but people are surprised when they hear that the most important part of marketing is not selling. Selling is only the tip of the marketing iceberg. Peter, Drucker, a leading management theorist, puts it this way: “There will always, one can assume, be need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself. Ideally, marketing should result in a customer who is ready to buy. All that should be needed then is to make the product or services available⁽²⁾. This is the strategic marketing.

The term ‘strategy’ is widely used to describe an endless number of marketing activities. Today, everything in business seems to be strategic. There is strategic pricing, strategic years⁽³⁾. The appellation has been appended to nearly every marketing action in order to make the ordinary sound modern and competitively inspired.

Harper argues that there is no consensus as to what a marketing strategy actually is. Instead, there is a bewildering array of competing visions. The name marketing strategy is commonly used but no one is really sure what it means.

1 Ibid, P.P.5

2 Peter Drucker, ‘Management : Tasks, Responsibilities and Practices, New York : Harper and Row, 1973,P.P.64-65

3 Steven P. Schnoars, ‘Marketing Strategy, Customers and competition, second Edition, the free press, New York, 1998,P.P.18.

By reviewing the history of marketing strategy we found that the term ‘strategy, has been applied to at least three types of marketing issues, each at a different level of aggregation: ⁽¹⁾

- a. At the macro Level, marketing strategies focus on manipulations of the marketing mix variables – product, price, place and promotion. According to that definition, setting a strategy consists of selecting a price for a product, designing an advertising campaign then deciding on a plan of distribution.
- b. There are also marketing element strategies, a narrower concept that applies to individual elements of the marketing mix. There are push versus pull promotional strategies, intensive, selective or exclusive distribution strategies, and skimming versus penetration pricing strategies.
- c. Finally, there are product – market entry strategies, which include strategies for building, defending or harvesting market share.

A more encompassing definition of marketing strategy, one more akin to corporate strategy, became popular in the 1970s. A popular text envisioned strategic market planning as a four – step process that entailed:⁽²⁾

1. Defining the business.
2. Setting a mission.
3. Selecting functional plans for marketing, production, and other areas.
4. budgeting for those plans

1 Harper Boyd and Jean – Claude Larreche, The Foundation of Marketing strategy, in Review of Marketing, Gerald Zaltman and Thomas Bonoma (eds), Chicago: American Marketing Association, 1978, P.P. 4-72

2 Derek A bell and John Hammond, ‘Strategic Market Planning’, New Jersey, prentice- Hall, 1979.

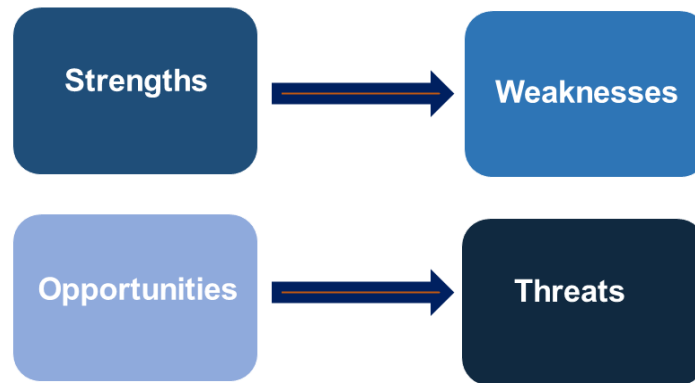
Jeffrey maintains that: just as there is no consensus as to what constitutes a marketing strategy, nor is there one commonly accepted definition of corporate strategy. One study reviewed seventeen influential articles and books and found very different definitions of strategic management (1) There were, however, three recurring themes throughout most discussion of strategy.

- a. Most visions of corporate strategy include an environmental analysis, which looks outward toward the external environment and includes an analysis of the markets a firm must compete in.
- b. A firm's resources or special competencies, and how those resources fit with the environment, are also prominent themes in strategic management.
- c. Finally, setting objectives and goals, and how resources are to be deployed to achieve those goals, are essential parts of strategy (2).

Setting objectives that maximize the fit between a firm's resources and the environment it faces leads directly to one of the oldest and most basic formulation in Strategy – the well-known SWOT analysis. SWOT is an acronym for strengths, weaknesses, opportunities, and threats. The idea is to identify a firm's strengths and weaknesses and then design a strategy that match those strengths against market opportunities and a competitor's weakness. If done correctly a firm can highlight its strengths and minimize its weaknesses to pursue opportunities and avoid threat. Exhibit 2.1 illustrates the SWOT formulation:

1 Jeffrey Bracker, The Historical Development of the Strategic Management Concept, Academy of Management Review, Vol, 5, No.2, 1980, P.P.219 – 224.
2 I bid, P.P220

Figure 2.1
SWOT Analysis



Source: Steven P. Schnaars, 'Marketing Strategy, The free press, New York, 1998, P.P.190

2.3: Marketing Perspectives:

There is a Philosophy that guides a company's marketing efforts. Also, there relative weights should be given to the interests of the organization the customers, and society. Very often these interests conflict. The competing concepts under which organizations activities interacting include: the production concept, product concept, selling concept, marketing concept, and holistic marketing concept ⁽¹⁾

¹Philip Kotler, Kevin Lane Keller, "Marketing Management' 12th Edition, Prentice Hall, New York, 2006, P.P.15

2.3.1: The Production Concept:

The Production concept is one of the oldest concepts in business. It holds that consumers will prefer products that are widely available and inexpensive. Managers of Production – oriented business concentrate on achieving high production efficiency, low costs, and mass distribution. This orientation makes sense in developing countries. It is also used when a company wants to expand the market ⁽¹⁾

2.3.2: The Product Concept:

The Product concept holds that customers will favor those products that offer the most quality, performance, or innovative features. Managers in these organization focus on making superior products and improving them over time. However, these managers as Bruce says that they are sometimes caught up in a love affair with their products ⁽²⁾.

Anew or improved product will not necessarily be successful unless the product is priced, distributed, advertised, and sold properly.

2.3.3: The selling concept:

The selling concept holds that consumers and businesses, if left alone, will ordinarily not buy enough of the organization's products. The organization must, therefore, undertake an aggressive selling and promotion effort. The purpose of marketing is to sell more stuff to more profit. ⁽³⁾

The selling concept is practiced most aggressively with unsought goods, goods that buyers normally do not think of buying. Also, most firms

1 Gerr, Khermouch, Breaking into the Name Game, ' Business week April 7, 2003, P.P.54

2 Bruce I. Newman, ed., 'Handbook of political Marketing,' Thousand Oaks, C A: Sage Publications, 1999, P.P.SO.

3 Ibid, P.P 50

practice the selling concept when they have overcapacity. Their aim is to sell what they make rather than make what the market wants. However, marketing based on hard selling carries high risks. It assumes that customers who are coaxed into buying a product will like it; and if they do not, they will not return it or bad – mouth it complain to consumer organizations, or might even buy it again.⁽¹⁾

2.3.4: The Marketing Concept:

Instead of product –centered, make- and – sell philosophy, business shifted to a customer- centered, sense- and – respond philosophy. The job is not to find the right customers for your products, but the right products for your customers. The marketing concept holds that the key to achieving organizational goals consists of the company being more effective than competitors in creating, delivering, and communicating superior customer value to its chosen target markets.⁽²⁾

Theodore Levitt of Harvard drew a perceptive contrast between the selling and marketing concepts:

Selling focuses on the needs of the seller, marketing on the needs of the buyer. Selling is preoccupied with the seller's need to convert his product into cash, marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, delivering, and finally consuming it.⁽³⁾ Some critics say that the companies which understand and meet customers' expressed needs may develop only low- level innovations. Contrary to this several scholars argue that high- level innovation is possible if the focus is on customers' latent needs. They call this a proactive orientation.⁽⁴⁾ In the course of

1 Ibid, P.P 52

2 Levitt, Marketing, Myopia, Harvard Business Review, July –August t, 1960, P.P.50

3 Ibid, P.P 50

4 Ken Matsuno and John T. Mentzer, The Effects of strategy Type on the Market Orientation, journal on Marketing, Oct. 2000,P.P 15,16

converting to a marketing orientation a company faces three hurdles: organized resistance, slow learning, and fast forgetting. Some company departments believe a stronger marketing function threatens their power in the organization. Marketers argue that their functions is more important. A few enthusiasts go further and say marketing is the major function of the enterprise, for without customers there is no company-Source: Philip Kotler, Kevin Lane Keller, Marketing Management, prentice Hall, 12th Edition, 2006,P.P,18 Enlightened marketers clarify the issue by putting the customer at the center of the company. They argue for a customer's orientation in which all function work together to respond to, serve, and satisfy the customer⁽¹⁾.

2.3.5: The Holistic Marketing Concept:

The holistic marketing concept is based on the development, design, and implementation of marketing programs, processes, and activities that recognizes their breadth and interdependencies. Holistic marketing recognizes that everything with marketing and that a broad, integrated perspective is often necessary. Four components of holistic marketing are relationship marketing, integrated marketing, internal marketing, and social responsibility marketing. Holistic marketing is an approach to marketing that attempts to recognize and reconcile the scope and complexities of marketing activities. Figure 2.2 provides a schematic overview of four broad themes characterizing.

1 Christian Homburg, John P. Workmanjr., and Harley Krotmen, Marketing Influence within the Firm, Journal of Marketing, January 1999,P.P. 1-15

Figure 2.2



Source: Philip Kotler, Kevin Lane Keller, Marketing Management, 12th edition, Prentice Hall, 2006 P.P18.

There is a new term that enlarges the marketing concept, which is societal marketing concept. The societal marketing concept holds that the organization's task is to determine needs, wants and interests of target markets and to deliver desired satisfaction more effectively and efficiently than competitors in a way that preserves or enhances the consumer's and the society's wellbeing⁽¹⁾.

1 Ibid, P.P 16

2.4 Marketing Environment:

Managers in all organizations devote a major portion of their time and energy to developing plans and making decision. Good planning and decision making require access to and analysis of data to generate usable information in a timely manner. Environmental analysis one of several tasks performed by marketing managers, but it perhaps the most important task, as practically all decision making and planning depends on how well the analysis is conducted. ⁽¹⁾

Environmental analysis is one of the most difficult parts of developing the marketing plan. Although an organization should maintain an ongoing effort to collect and organize data about the marketing environment, managers are often faced with something less than a well –ordered flow of information. The environmental analysis should provide the managers with as complete a picture as possible about the organization’s current and future situation with respect to three key environment: the external environment, the customer environment, and the organization’s internal environment. ⁽²⁾

To examine these three environments properly, the manager should look at both internal and external sources of data and information.

2.4.1: The External Environment:

The first and broadest issue in environmental analysis is on assessment of the external environment, which includes all the external factors – demographic, competitive, economic, political, legal/regulatory technological, and socio cultural – that can exert considerable, direct and indirect pressures on marketing activities.

1O.C. Ferrell, Michael D. Hartline, George H. Lucas Jr., and David Luck, ‘Marketing Strategy, The Dryden press, 1998, P.P. 30.
2 Ibid, P.P. 32.

2.4.1.A: Population Growth:

The first external environment that Marketers monitor is population because people make up markets.

Marketers are keenly interested in size and growth rate of population in different cities, regions, and nations, age distribution and ethnic mix; education levels; household patterns; and regional characteristics and movements⁽¹⁾.

The world population growth has been a source of major concern, for two reasons. The first is fact certain resources needed to support this much human life are limited and nay run out at some point. The second for concern is that population growth is highest in countries and communities that can least afford it. In the developing countries, the death rate has been falling as a result of modern medicine, but the birthrate has remained fairly stable. The population growth has major implication for business. A growing population does not mean growing markets unless these markets have sufficient purchasing power. None the less, companies that carefully analyze their markets can find major opportunities. National populations vary in their age mix. It can be divided into six groups: preschool, school age children, teens, young adult age 25to40, middle- aged adult 40 to 65, and older adults age 65 and up. For marketing, the most populous age groups shape the marketing environment. Countries also vary in ethnic and racial makeup. Each group has certain specific wants and buying habits. Several foods, clothing, and furniture companies have directed their products promotions to one or more of these groups. Also, Marketers must be careful to over generalize about ethnic groups⁽²⁾.

1 Philip Kotler, Marketing management, Prentice Halls, New York, the Millennium Edition, 2000,P.P. 140 – 145.

2 Ibid, P.P.145

Also, the population in any society falls into five educational groups' illiterates, high school dropouts, high school degrees, college degrees, and professional degrees.

Each educational group has a distinctive set of needs and buying habits. This is period of great migratory movements between and within countries. As foreign groups other counties for political sanctuary, some local groups start protesting. Demographic trends are highly reliable for the short and intermediate run. There is a little excuse for a company's being suddenly by demographic developments.

2.4.1. B: Competitive Forces:

Choose. Thus, when the marketing manager defines the target markets the firm will serve, he or she simultaneously selects a set of competing firms. The current and future actions of these competitors must be constantly monitored, and hopefully even be anticipated. The major problem is analyzing competing firms is one identification. That is, how does the manager answer the question 'who are our current and future competitors? To arrive at an answer the manager must look beyond the obvious examples of competition. Most firms face four basic types of competition:⁽¹⁾

1. Brand competitors, which market products that are similar in features and benefits to the same customers at similar prices.
2. Product competitors, which compete in the same product class, but with products that are different in features, benefits, and price
3. Generic competitors, which market very different products that solve the same problem or satisfy the same basic customer need.

¹ O.C. Ferrell, Michael; D. Hartline, George H.Lucas Jr., and David Luck, Marketing strategy, The Dryden press, London, 1998. P.P. 33-37.

4. Total budget competitors, which compete for the limited financial resources of the same customers ⁽¹⁾.

Although all types of competition are important, brand competitors rightfully receive the greatest attention because consumers typically see the different products of these firms as direct substitutes for each other. For this reason, strategies aimed at getting consumers to switch brands are a major issue in market planning directed toward beating brand competitors. There are many sources that can be used to gather information or potential competitors which are: company annual reports useful for determining a firm's current performance and future direction, an examination of a competitor's mission statement can also provide information, a thorough scan of a competitor's World wide web site can also uncover information, also business periodicals and trade publication provide newsworthy tidbits about companies ⁽²⁾

2.4.1 .C: Economic Growth and Stability:

Current and expected conditions and changes in the economy can have a profound impact on marketing strategy. A thorough examination of economic factors requires marketing managers to gauge and anticipate the general economic conditions of the nation, region, state, and local area in which they operate. These general economic conditions include inflation, employment and income levels, interest rates, taxes, trade restrictions, tariffs, and the current and future stages of business cycle. Equally important economic factors include consumers' overall impressions of the economy and their ability and willingness to spend. Consumer confidence can greatly affect what the firm can or cannot do in the market place. Another important factor is the current and anticipated

1 Ibid, P.P. 35
2Ibid, P.P 38

spending patterns of consumers in the firm's target market. If consumers are buying less or more of the firm's products there could be important economic reasons for the change.

2.4.1. D: Political Trends:

Although the importance will vary from firm to firm, most organizations should attempt to maintain good relations with elected political officials. Organizations that do business with government entities, such as defense contractors, must be especially attuned to political trends. Many managers view political factors as beyond their control and do little more than adjust the firm's strategies to accommodate changes in those factors. Other firms, however, take a more proactive stance by seeking to influence elected officials.

2.4.1. E: Legal Regulatory Factors:

Numerous laws and regulation have the potential to influence marketing decisions and activities. The simple existence of these laws and regulations causes many firms to accept this influence as a predetermined aspect of market planning. In reality, most laws and regulations are fairly vague, often forcing firms to test the limits of certain laws by operating in a legally questionable manner. Vagueness of the law is particularly for Internet-based marketers, who face a number of ambiguous legal issues such as copyrights, liability, taxation, and legal jurisdiction.⁽¹⁾

2.4.1.F: Changes in Technology:

Technology refers to the way we accomplish specific tasks or the processes we use to create the things we consider to be new. Of all the

¹Maxine Lans Retsky, Who's Liable and Where On the Internet, Marketing News June 23, 1997. P.P.14.

new technologies created in the past 20 years,⁽¹⁾ none has had a greater impact and digital electronics. These technologies have changed the way consumers and employees live their daily lives and the way that marketers operate in fulfilling their needs. The technological changes can also assume a backstage presence when their advantages are not necessarily apparent to customers. Advances in backstage technology can affect marketing activities by making them more efficient and effective. Activates by them more efficient and effective.

2.4.1.G: Cultural Trends:

Socio cultural factors are those social and cultural, influences that cause changes in attitudes, beliefs, norms, customs, and lifestyles. These forces profoundly affect the way people live and help determine what, where, how, and when customers buy a firm's products, The more important trend is the customer value⁽²⁾.

Changes in our cultural values can also create problems and opportunities for marketers. Cultural values have shifted from the materialism to become more focused on quality and value of the things we buy. The increasing importance placed on family and children has caused many firms to respond with safer toys and more family- oriented entertainment.

2.4.2: The Customer Environment:

In the second part of environment analysis, the marketing manager must examine the customer environment customers in the firm's target markets. During this analysis, information should be collected that identifies the firm's current and potential customers, the prevailing needs

1 O.C. Ferrell, Michael D. Hartline, George H. Lucas Jr., and David Luck, Marketing strategy, The Dryden press, 1998, PP. 39

2 Ibid, P.P. 40

of current and potential customers, the basic features of the firm's and competitors' products that are perceived as meeting customers' needs, and anticipated changes in customers' needs. One method that the manager can use to collect this information is 5-w model: what, where, when, and why. This model answers the following questions: who are our customers do with our products? Where do our customers purchase our products? Why do our customers purchase our products? Why do our customers select our products? Why do potential customers not purchase our products?

Once the marketing manager has analyzed the firm's current and potential customer groups, the information can be used to identify and select specific target markets for the revised marketing strategy⁽¹⁾.

2.4.3.: The Internal Environment:

The final aspect of environmental analysis is a critical evaluation of the firm's current and anticipated internal environment with respect to its objectives and performance, allocation of resources, structural characteristics, and political and power struggles. There are several steps to analyze the internal environment. Firstly, the marketing manager must assess the firm's current marketing goals, objectives, and performance. A periodic assessment of the firm's marketing goals and objectives is necessary to ensure that they remain consistent with the organization's mission and the changing marketing environment. Secondly, the marketing manager must review the current and anticipated levels of organizational resources that can be used for marketing purposes. Finally, the marketing manager should review current and anticipated structural issues that could affect marketing activities. The marketing manager must be aware of the overall position and importance of the marketing function

¹Ibid P.P 42

as seen by other' functional areas. In some firms, marketing does not have enough influence to ensure that its plans are fully funded and supported by top management. Top managers who are concerned only with short-term profits are unlikely to see the importance of a marketing plan that attempts to create long- term customer relationships.

2.5: Marketing Mix:

A search of the available literature concerned with the marketing –mix components reveals that there is a wide diversity among marketers on what elements compose the marketing mix⁽¹⁾. Many checklists and guides featuring different elements of the marketing mix have been proposed since the concept first come into being. These checklists, as Borden⁽²⁾indicates, can be long or short, depending on how far one wishes to go on in his classification and sub. Classification of the marketing procedures and policies with which marketing deal when devising marketing programs. However, a brief review of the literature suggests that there are many classifications of the marketing- mix elements ranging from the narrow classification to the broadest one.

Albert Frey⁽³⁾ uses two dimensions: the offering (product, package and so forth) and the tools (advertising and personal selling and so forth).Lazer and Kelly and Staudt and Culley,⁽⁴⁾ use a threefold classification namely:

1. The product and service mix
2. The distribution mix
3. The communication mix

1Michael J.Baker, Marketing strategy & Management, Macmillan Education, 1985, P.P. 176-180

2Neil H. Bordon, The Concept of the Marketing Mix, Homewood Irwin, 1975, P.P. 72-82

3Albert W. Frey, Advertising, New York: The Ronald Press, 3rd edition, 1961. P.P.30.

4Lazer, James D. Culley, and Thomas Staudt, The Concept of the Marketing, Mix, Chicago: The Dartnell Corporation, 1973 P.P.77.

McCarthy⁽¹⁾ and others have used a four-way classification, namely, product, price, place, and promotion. In the broadest terms Borden⁽²⁾ lists the important elements that up marketing programs. He distinguished twelve subdivisions which consist of: product planning, pricing, branding, personal selling, advertising promotion, packaging, display, servicing, physical handling, and fact – finding and analyses. From the above review of the different approaches to the marketing mix components, it can be argued that there is no widely accepted list that can be used by marketers. Some of them talk of the marketing mix in terms of the four (Ps) i.e, product, price, place and promotion. Some others add a fifth element i.e, after-sales service, while some marketers talk about seven (Ps) which are: Product, price, promotion, packaging, selling, publicity, physical, distribution, and advertising. These ingredients of the mix described above, are valid in most situations. None the less, there are environments in which the mix ingredients must be adapted to the specific needs of the market- place. Each marketer should set up his own classification marketing activities, emphasizing those important to the operation's success, and de- emphasizing others.

2.6: Strategic Marketing Process:

Corporate marketing planning is the process by which an organization sets its long- term priorities regarding products and markets in order to enhance the value of the overall company⁽³⁾ Two kinds of top-management decisions are involved in corporate marketing planning— corporate strategy and product mix strategy. In corporate, management identifies the business in which the firm will be involved in the future by

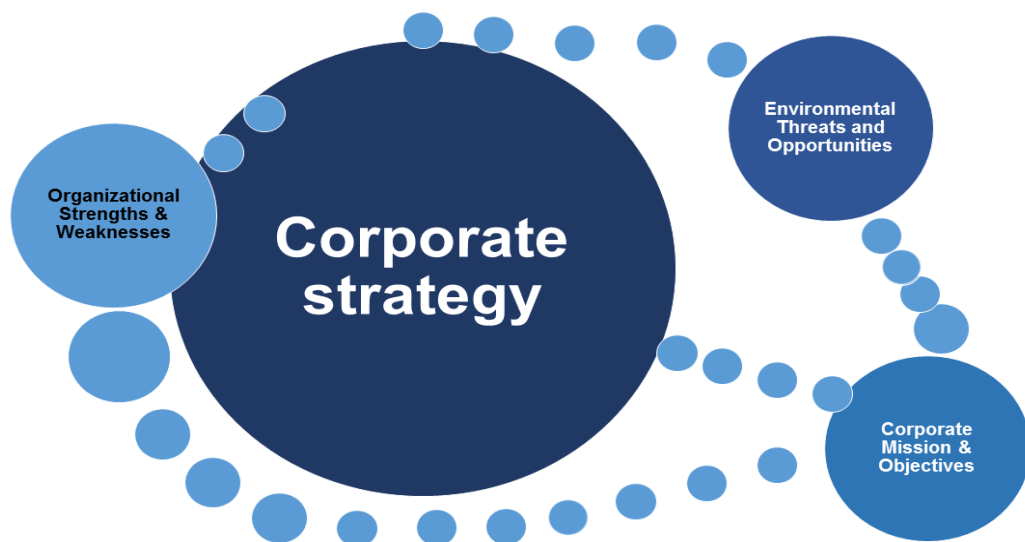
1E.J. Mc Carthy, Basic Marketing: A Managerial Approach, Homewood, Irwin, 1978,P.P. 39-43

2Neil H. Borden, The Concept of Marketing Mix, Homewood Irwin, 1975, P.P.82

3Joseph P. Guiltinan, Gordon w. Paul, and Thomas J. Madden, Marketing Management: Strategies and Programs, TheMcGraw- Hill companies, 6th edition, 1982, P.P. 23

specifying the range of markets to be served, and the kinds of products to be offered. Once a corporate strategy has been chosen, management must develop a product mix strategy to identify the role each product is expected to play in building the value of the business. The product mix strategy provides guidance to middle managers about top management expectations. As portrayed in figure 2-2 corporate strategies should be derived from the analysis of three elements ⁽¹⁾ environmental threats and opportunities, corporate missions and objectives, and organizational strengths and weakness. A corporate strategy should be consistent with a firm's objectives and achievable with existing resources and competencies⁽²⁾.

Figure 2.3
Factors inFlouncing Corporate Strategy



Source: Joseph. Guiltinan, Gordon w. Paul, and Thomas J. Madden, Marketing Management, The McGraw– Hill, London, 6th ed. 1982, P.26.

1 Ibid, P.P. 24
2 Ibid, P.P 52

Marketing Mix according to Guiltinan consists of four components which are product, price, place, and promotion. To set up full marketing strategy, we should set before successful product strategy, price strategy, place strategy and promotion strategy.

2.6. 1:Environmental Threats and Opportunities:

Every organization operates in a dynamic environment that can create a variety of threats and opportunities in the firm's existing or potential market. Specifically, managers should be aware of the possible impact on their markets of six major environmental forces:

1. Demographics, such as the age distribution of the population, population growth, regional population shifts, and the percentage of two households.
2. Social and cultural values, such as attitudes towards health and nutrition, materialism and ecological concerns.
3. Economic Factors, including inflation and unemployment rates, economic growth, interest rates, and excise taxes.
4. Technology, particularly developing and anticipated changes that affect the kinds of products available in a market and the kinds of processes used to produce these products.
5. Legal and regulatory actions, including regulations on the type of advertising available to a product, product labeling and testing requirements, and restriction or incentives with respect to imports and exports.
6. Competition, which to a large extent is a function of the other environmental forces.

Examining these forces is essential to develop corporate strategies because these factors will shape the attractiveness of various businesses.

2.6.2: Strengths and Weaknesses:

Environmental changes result in changing opportunities and changing threats. However, not all firms are equal in terms of their ability to take advantage of an opportunity or to avoid threatening situation. A second fundamental consideration in selecting a corporate strategy is whether firm possesses the strengths and weaknesses required to respond to environmental developments. In general, a firm's strengths are analyzed by identifying its resources and competencies.

2.6.3: Corporate Mission and Objectives:

In most organization, strategic decisions are guided by statements of corporate mission and /or corporate objective. A corporate mission describes the broad purposes the organization serves and provides general criteria for assessing long- run organizational effectiveness. ⁽¹⁾

As the environment changes, organizations often modify their missions and objectives. It is important to recognize that there may be built- in conflict when a firm tries to achieve more than one objective.

Moreover, a long – range goal for profitability or increased sales may only be achieved if short – run scarifies are made ⁽²⁾

Although this process appears rather simple, and number of corporate strategies are available to top management. Only by understanding the steps of strategic planning can managers effectively set the most appropriate strategy for a particular firm's situation.

¹Ibid, P,P,27

²Daniel Machalba, Union Pacific's Davidson, Is appointed chief Operating Officer: Spinoff Slated, wall street Journal, July 28, 1995, P.P.2.

2.6.4: Steps of strategic Planning:

The strategic- planning process consists of six steps which are: analysis of the external environment (opportunity& threat), goal formulation, strategy formulation program formulation, implementation and feedback & control⁽¹⁾.

2.6.4.A: SWOT Analysis :

It involves monitoring the external and internal purpose of environmental scanning is to discern new opportunities. Good marketing is the art of finding, developing, and profiting from opportunities. There are three main sources of market opportunities. The first is to supply something that is in short supply. This requires little marketing talent, as the need is fairly obvious. The second is to supply an existing product or service in a new or superior way. The third source often leads to a totally new product or service.

It is one thing to find attractive opportunities and another to be able to take advantage of them. Each organization needs to evaluate its strengths and weaknesses ⁽²⁾

2.6.4.B: Goal Formulation:

Once the organization has performed a SWOT analysis, it can proceed to develop specific goals for the planning. Managers use the term goal to describe objectives that are specific with respect to magnitude and time. Most organizations pursue a mix of improvement, risk containment, innovation, and reputation. The organization's objective must meet four criteria: they must be arranged hierarchically from the most to the least

1 Philip Kotler and Kevin Lane Keller, Marketing Management, prentice Hall, Twelfth Edition, 2006, P.P.51.

2 Ibid P.P 52

important, they should be stated quantitatively whenever possible, they should be realistic, and they must be consistent.

Other important trade-offs include short-term profit versus long-term growth, deep penetration of existing market versus developing new markets, profit goals versus nonprofit goals, and high growth versus low risk. Each choice in this set of trade-offs calls for a different marketing strategy.

2.6.4. C: Strategic Formulation:

Goals indicate what an organization wants to achieve, strategy is a plan for achieving goals. Michael Porter⁽¹⁾ has proposed three generic strategies that provide strategic thinking: overall cost leadership, differentiation, and focus.

- a. Overall cost leadership: The organization works hard to achieve the lowest production and distribution costs so that it can price lower than its competitors and win a large market share. The problem with this strategy is that other firms will usually compete with still lower costs and hurt the firm that rested its whole future on cost.
- b. Differentiation: The organization concentrates on achieving superior performance in an important customer benefit area valued by a large part of market.
- c. Focus: The organization focuses on one or more narrow market segments. The firm gets to know these segments intimately and pursues either cost leadership or differentiation with the target segment.

¹Michael E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, New York: The Free Press, 1980, P.P. 50.

2.6.4. D: Program Formulation and Implementation:

Once the organization has developed its principal strategies, it must work out detailed support programs. A great marketing strategy can sabotage by poor implementation. In implementing strategy, firms also must not lose sight of their multiple stakeholders and their needs. Traditionally most firms focused on stock holders. Today's firms are increasingly recognizing that unless they nurture other stakeholders- customers, employees, suppliers, distributors- the firm may never earn sufficient profits for the stockholders. Strategy is only one of several elements in successful business practice ⁽¹⁾. The first three elements strategy structure, and systems are considered the hardware of success. The next four- style, skills, staff, and shared values- are the software. The first soft element, style, means that company employees share a common way thinking and behaving. The second, skills, means that the employees have the skills needed to carry out the company's strategy. The third, staffing, means that the company has hired able people, trained them well, and assigned them to the right jobs. The fourth, shared values, means that the employees share the same guiding values. When these elements are present, companies are usually more successful at strategy implantation.

2.6.4. E: Feedback and Control:

As it implements its strategy, an organization needs to track the results and monitor new developments. Are fairly stable from year to year. Other environment evolves slowly in a fairly predictable way. Still other environments change rapidly in major and unpredictable ways. None the less, a firm can count on one thing: The market place will change, and when it does, the firm will need to 156revise its implementation, programs, strategies, or even objectives.

¹ Thomas J. Peters and Rober H. Waterman Jr, In search of Excellence: Lessons from America's Best Run Companies, New York Harper & Row, 1982 , P.P. 9-12-

2.7: Strategic Marketing Management:

Marketing mix consist of four components which are: product, price, place, and promotion. To set up a successful marketing strategy, we should set before a successful product strategy, price strategy, place strategy, and promotion strategy.

2.7.1: Product Strategy:

At the heart of a great brand is a great product. Product is a key element in the market offering. Marketing planning begins with formulating an offering to meet target customers' needs or wants. The customer will judge the offering by three basic elements: product features and quality, services mix and quality, and price ⁽¹⁾ offered to a market to satisfy a want or need. Products that are marketed include physical goods, services, experiences, events, persons, places, properties, organization, information, and ideas. ⁽²⁾. Marketers have classified products on basis of characteristics: durability, products, and use. Each product type has an appropriate marketing- mix strategy⁽³⁾

To be branded, products must be differentiated. Physical products vary in their potential for differentiated. At one extreme, products that allow little variation. At other extreme products that are capable of high differentiation. Here the seller face an abundance of design parameters, including form, features, performance quality, conformance quality, durability, reliability, reparability , and style. ⁴ When the physical product cannot easily be differentiated, the key to competitive success may lie in

1Philip Kotler and Kevin Lane Keller, Marketing Management, 12th edition, Prentice Hall, 2006, P.P.372.

2Ibid, P.P. 372.

3Patrick E.Murphy and Ben M.Enis, Classifying Products Strategy Journal of Marketing. July 1986, P.P.24-

4 David A. Garvin, Competing on Eight Dimension of Quality?, Harvard Business Review, /November December, 1987, P.P.101.

adding valued services and improving their quality. The main service differentiators are: ordering ease, delivery, installation, customer training, customer consulting, and maintenance and repair. Marketers have traditionally classified products to physical and services according to durability and tangibility.¹ Services defined as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything its production may or may not be tied to a physical product.² Manufacturers, distributors, and retailers can provide value-added services or simply excellent customer service to differentiate themselves. Services have four distinctive characteristics that greatly affect the design of marketing programs: intangibility, variability, and perishability.

2.7.1.A. : Intangibility

Unlike physical products, services cannot be seen, tasted, felt, heard, or smelled before they are bought. To reduce uncertainty, buyers will look for evidence of quality. The service provider's task is to manage the evidence to tangibilize the intangible⁽³⁾ whereas product marketers are challenged to add abstract ideas, service marketers are to add physical evidence and imagery to abstract offers. Service marketers must be able to transform intangible services into concrete benefits.

2.7.1.B: Inseparability:

Services are typically produced and consumed simultaneously. This is not true of physical goods, which are manufactured, put into inventory, distributed through multiple resellers, and consumed later. Because the

¹Philip Kotler and Kevin Lane Keller, ' Marketing Management, Prentice Hall, 12th Edition, 2006 P.P.273

²Ibid, P.P.,402

³Theodore Levitt, Marketing Intangible Products and Product Intangibles, Harvard Business Review, May/ June 1981, P.P.94-102.

customer is present as the service is produced, provider- customer interaction is a special feature of services marketing.

2.7.C: Variability:

Because services depend on who provides them and where they are provided, they are highly variable. Services buyers are aware of this variability and often talk to others before selecting a service provider.

2.7.1.D: Perish ability:

Services cannot be stored. Perish ability is not a problem when demand is steady. When demand fluctuates, service firms have problems.

At one time, service firms lagged behind manufacturing firms in their use of marketing because they were small, or they were professional businesses that did not use marketing or they faced large demand or little competition. This has certainly changed. Therefore, the marketers give attention to the marketing strategies for services firms. Because service encounters are complex interactions affected by multiple elements, adopting a holistic marketing perspective is especially important. Keaveney identified more than 800 critical behaviors that cause customers to switch services. These behaviors can be placed into one of eight categories as Table 2.1 indicates.

Table 2-1

Factors Leading to Customer Switching Behavior

Pricing	Core Service Failure:
- High price	Service Mistake
- Price Increase.	Billing Errors
- Unfair pricing	Service Catastrophe
- Deceptive pricing	
In Convenience:	Service Encounter Failure:
- Location hours	- Uncaring
- Wait for Appointment	- Impolite
- Wait for Services	- Unresponsive
Response to Service Failure:	Ethical Problems:
- Negative Response	- Cheat
- No Response	- Hard Sell
- Reluctant Response	- Unsafe
Competition	- Conflict of Interest
Found Better Service	Involuntary Switching
	- Customer Moved
	- Provider Closed

Source: Susan M. Keaveney, Customer Switching Behavior in Services Industries: An Exploratory study, Journal, of Marketing, April 1995, P.P.82

Holistic marketing for services requires external, internal and interactive marketing. External marketing describes, the normal work of preparing, distributing, and promoting the services to customers. Internal marketing describes training and motivating employees to serve customers well. Interactive marketing describes the employees' skill in serving the customer.

2.7.2: Price Strategies:

Price is the one element of the marketing mix that produces revenue; the other elements produce costs. Price also communicates to the market the company's intended value positioning value positioning of its product or brand. Pricing decisions are complex and difficult. Holistic marketers must take into account many factor in making pricing decisions- the competition and the marketing environment. Pricing decisions must be consistent with his firm's marketing strategy and target market and brand positioning. History, prices were set by negotiation between buyers and sellers AISO, prices have operated as the major determinant of buyer choice specially in poor nations groups, and with commodity- type products.⁽¹⁾ Companies do their pricing in a variety of ways. In small companies, are of set by the boss. In large companies, pricing is handled by division and product – line managers. Many companies do not handle pricing well, and throw up their hands at strategies like deterring the costs and taking the industries' margins. Effectively designing and implementing pricing strategies requires a thorough understanding of consumer pricing psychology and a systematic approach to setting, adapting, and changing prices.

2.7.2.A: Consumer Psychology and Pricing

Marketers recognize that count consumers often actively process price information, interpreting prices in terms of their knowledge from prior purchasing experience, formal communications (advertising, sales calls, and brochures),informal communication (friends, colleagues, or family members),and point –of- purchase or online resources. ⁽²⁾ members) Purchase decisions are based on how consumers perceive prices and what

1 Philip Kotler and Kevin Lane Keller Marketing Management, 12th Edition, 2006 Prentice Hall, P.P.432.

2 Ibid, P.P.434.

they consider to be the current actual price. They may have a lower price threshold below which prices may signal inferior or unacceptable quality, as well as an upper price threshold above which prices is prohibitive and seen as not worth the money. Understanding how consumers arrive at their perceptions of price in an important marketing priority. There are three key topics- reference prices, price- quality inferences, and price endings. When examining products, however, consumers often employ reference prices. In considering an observed price, consumers often compare it to an internal reference price (pricing information from memory) or an external frame of reference. Marketers try to frame the price to signal the best value possible. Many consumers use price as an indicator of quality. When alternative information about true quality is available, price becomes less significant indicator of quality. When alternative information about true quality is available, price becomes less significant indicator of quality. When this information is not available, price acts as a signal of quality. Consumer perceptions of prices are also affected by alternative pricing strategies. Many sellers believe that prices should end in an odd number. Researchers have shown that consumers tend to process prices in a left- to right manner rather than by rounding⁽¹⁾ Price encoding in this fashion is important if there is a mental price break at the higher, rounded price. Prices that end with 'O' and 'S', are also common in the market place as they are to be easier for consumers to process and retrieve from memory. ⁽²⁾

1Mark Stiving and Russell S. Winer, An Empirical Analysis of price Endings with Scanner Data, Journal of Consumer Research, June 1997, P.P. 57-68.

2Robert M. Schindler & Patrick N. Kirby, Patterns of Rightmost Digits Used in Advertised Prices: Implications for Nine- Ending Effects, Journal of Consumer Research, September 1997, P.P. 192-201.

2.7.2. B: Setting the Price:

A firm must set a price for the first time when it develops a new product, when it introduces its regular product into a new distribution channel or geographical area, and when it enters bids on new contract work. Shantanu suggests that the firm must decide where to position its product on quality and price. The firm has to consider many factors in setting its pricing policy and describe a six step procedure in this respect :(1)selecting the pricing objective; (2) determining demand, (3) estimating costs; (4) analyzing competitors' costs, prices and offers; (5) selecting pricing method; and (6) selecting the final price⁽¹⁾.

1. **Selecting the Pricing Objective:** The firm first decides where it wants to position its market offering. The clearer a firm's objectives, the easier is to set price. Any firm can pursue any of five major objectives through pricing: survival maximum current profit, maximum market share, maximum market skimming, or product- quality leadership. Whatever the specific objective, businesses that use price as strategic tool will profit more than those who simply let costs or the market determine their pricing
2. **Determining Demand:** Each price will lead to a different level of demand and therefore have a different impact on a firm's marketing objective. The relation between alternative prices and the resulting current demand is captured in a demand curve. In the normal case, demand and price are inversely related: The higher the price, the lower the demand.
3. **Estimating costs:**Any firm wants to charge a price that covers its cost of producing, distributing, and selling the product, including a fair

¹Shantanu Dutta, Mark J. Zbaracki and Mark Bergen, Pricing Process as a Capability : A Resource Based perspective, Journal of Strategic Management 24, no.7.2000, P.P. 612-630.

return for its effort and risk. Any firm's costs take two forms, fixed and variable. Fixed costs are costs that do not vary with production or sales revenue. Variable costs vary directly with the level of production.

4. **Analyzing competitors' costs/ and offers:** within the range of possible prices determined by market demand and company costs, the firm must take competitors' costs, prices, and possible price reaction into account. The firm should consider the nearest competitors' price. If the firm offer contains features not offered by the nearest competitor, their worth to the customer should be evaluated and added to the competitors' price. If the competitor's offer contains some features not offered by the firm, their worth to the customer should be evaluated and subtracted from the firm's price. Now the firm can decide whether it can charge more, the same, or less than the competitor.
5. **Selecting a pricing Method:** There are three considerations in price setting; customers' demand schedule, the cost function that competitors' prices. Firms select a pricing method that includes one or more of these of three considerations.
6. **Selecting the final price:** Pricing methods narrow the range from which the company must select its final price. In selecting that price, the firm must consider additional factors, including the impact of other marketing activities, firm pricing policies, gain – and – risk- sharing pricing, and the impact of on other parties.

Firms usually do not set a single price, but rather a pricing structure that reflects variations in geographical demand and costs, market – segment requirements, purchase timing, order levels, delivery frequency, guarantees, service contracts, and other factors. As a result of discounts,

allowances, and promotional support, a firm rarely realizes the same profit from each unit of a product that it sells. In markets characterized by high product homogeneity, the firm should for ways to enhance its augmented product if it cannot find any, it will have to meet the price reduction. If the competitor raises its prices in a homogeneous product market, other firms might not match it unless the increase will benefit the industry as a whole. Then the leader will have to roll back the increase. In non-homogeneous product markets, a firm has more attitudes. It needs to consider the following issues:

1. Why did the competitors change the price? To steal the market, to utilize excess capacity, to meet changing cost conditions, or to lead an industry- wide price change?
2. Does the competitor plan to make the price change temporary or permanent?
3. What will happen to the firm's market share and profits if it does not respond? Are other firms going to respond?
4. What are the competitors' and other firms' responses likely to be to each possible reaction?

Market leaders frequently face aggressive price- cutting by smaller firms trying to build market share. The market leaders can respond in several ways: maintain price, maintain price and add value, reduce price, increase price and improve quality, or launch a low – price fighter line. ⁽¹⁾

2.7.3: Marketing Channels and Value Networks Strategies:

Most producers do not sell their products directly to the final users; between them stand a set of intermediaries performing a variety function. These intermediaries constitute a marketing channel. Marketing channel.

1 Ibid P.P. 625

Marketing channel are sets of interdependent organizations involved in the process of marketing a product or service available for use or consumption. They set of pathways a product or service follows after production, culmination in purchase and use by the final end user ⁽¹⁾. In managing its intermediaries, the firm decide how much effort to devote to push versus pull marketing. A push strategy involves the manufacturer using its sales force and trade promotion money to induce intermediaries to carry, promote, and sell the product to users. Push strategy is appropriate where there is low brand loyalty in a category, brand choice is made in the store, the product is an impulse item, and product benefits are well understood. A pull strategy involves the manufacturer using advertising and promotion to persuade consumers to ask intermediaries for the product, thus including the intermediaries to order it. Pull strategy is appropriate when there is high brand loyalty and high involvement in the category, when people perceive differences between brands, and when people choose the brand before they go to the store ⁽²⁾. Different consumers, however, have different needs during the purchase process. Some marketers ⁽³⁾ argue that in many markets, buyers fall into one of four categories:

1. Habitual shoppers who purchase from same places in the same manner over time.
2. High value and seekers who know their needs and channel surf a great deal be for buying at the lowest possible price.

1Anne T. Coughlan, Erin Anderson, Louis Stern, and Adel El-Ansary, Marketing Channels,6th Edition, prentice Hall,2001, PP 23.

53 Philip Kotler & Kevin Lane Keller, Marketing Management, Prentice Hall, 12th 2006, P.P.468.

2Ibid P.P 536

3Paul F. Nunes and frank v. Cespedes, The Customer Has Escaped’, Harvard Business Review, November 2003, P.P. 96-105

3. Variety- loving shoppers who gather information in many channels, take advantage of high- touch services, and then buy in their favorite channel, regardless of price.
4. High- involvement shoppers who gather information in all channels, make their purchase in a low- cost channel, but take advantage of customer support from a high – touch channel.

Producers do gain several advantages by using intermediaries:

Many producers lack the financial resources to carry out direct marketing. Also, producers who do establish their own channels can often earn a greater return by increasing investment in their main business. In some cases direct marketing simply is not feasible, so producers find that it is easier to work through extensive network of privately owned distribution organizations. Intermediaries normally achieve superior efficient in making goods widely available and accessible to target markets. Through their contacts, experience, specialization, and scale of operation, intermediaries usually offer the offer the firm more than it can achieve on its own.

Designing a marketing channel objectives, identifying major channel alternatives, and evaluating major channel alternatives, and evaluating channel alternatives. After a firm has chosen a channel alternative, individual intermediaries must be selected, trained, motivated, and evaluated. Channel arrangements must be modified over time. The goal is to build a long- term partnership that will be profitable for all channel members ⁽¹⁾

¹Philip Kotler, Kevin lane Marketing Management , prentice Hall, 12th Edition, 2006, P.P.476

2.7.4: Promotion Strategies:

Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers- directly or indirectly- about the products and brands that they sell ⁽¹⁾. Although advertising is often a central element of marketing communications program, it is usually not the only one or even the most important one – in terms of building brand equity. The marketing communications mix consists of six major modes of communications ⁽²⁾

1. Advertising –Any paid form of non-personal presentation and promotion of ideas, goods, or service by an identified sponsor.
2. Sales promotion- A variety of short- term incentives to encourage trial or purchase of a product or service.
3. Events and experience – company sponsored activities and programs designed to create daily or special brand – related interactions.
4. Public relation and publicity – A variety of programs designed to promote or protect a company’s image or its individual products.
5. Direct marketing – Use of mail, telephone, fax, e-mail, or internet communicate directly or with solicit response or dialogue from specific customers and prospects.
6. Personal selling- Face-to –face interaction with one or more prospective purchasers for the purpose of making presentations, answering question, and procuring orders. Marketers should understand the fundamental elements of effective communications. Two models are useful: macro model and a micro model. The macro model has nine elements: the sender and the receiver the major parties in a communication. The message and media represents, and feedback represents major communication functions. The last element is the

1Ibid P.P. 536.

2Peter D. Bennett, Dictionary of Marketing Terms, Chicago: American Marketing Association, 1995. P.P. 501.

system noise (random and competing messages that may interfere with the intended communication) ⁽¹⁾. The model emphasizes the key factors in effective communication. Senders must know what audiences they want to reach and what responses they want to get. They must encode the messages so that the target audience can decode them. They must transmit the messages through media that reach the target audience and develop feedback channels to monitor the responses. The more the senders' field of experience overlaps with that of the receiver, the more effective the message is likely to be.

Micro models of marketing communications concentrate on consumers' specific responses to communications. This model assumes that the buyer passes through cognitive, affective, and behavioral stage, in that order. ² This learn- feel- do sequence is appropriate when the audience has high involvement with a product category perceived to have high differentiation. An alternative sequence, do – feel- learn, is relevant when the audience has high involvement but perceives little or no differentiation within the product category. A third sequence, learn- do- feel, is relevant when the audience has low involvement and perceives little differentiation within the product category. By choosing right sequence, the marketer can do a better job of planning communication. ⁽³⁾

To develop effective communications with consumers, the marketer should pass eight steps: identifying the target audience, determining the objectives, designing communications, selecting the channels,

¹ Tom Duncan and Sandra E. Moriarity, A communication- Based Marketing Managing Relationships, Journal of Marketing, April 1998, 1-13.

² Demetrias Vakratsas and Tim Ambler, How Advertising Works: Do we Really know, Journal of Marketing, vol. 63, no. 1, January 1999, P.P. 26-43

³ Ibid P.P 30

establishing the budget, deciding on the marketing communication mix, measuring results, and managing integrated marketing communications.

2.7.4. A: Identify the Target Audience:

The process must start with a clear target audience in mind: potential buyers of company's products, current users, deciders, influencers; individuals, groups, particular publics, or the general public. The target audience is a critical influence on the communicator's decisions on what to say, how to say it, when to say it, where to say it, and to whom to say it. It is often useful to define target audience in terms of usage and loyalty.

2.7.4 B: Determine the Communication Objectives:

Marketers identify four possible objectives ⁽¹⁾ these include:

1. Category Need – Establishing a product or service category as necessary to remove or satisfy a perceived discrepancy between a current motivational state and a desired emotional state.
2. Brand Awareness- Ability to identify the brand within the category, in sufficient detail to make a purchase.
3. Brand Attitude – Evaluation of the brand with respect to its perceived ability to meet a currently relevant need.
4. Brand purchase Intention – self – instructions to purchase the brand or to take purchase – related action. The most effective communications often can achieve multiple objectives.

1-John R. Resister and Larry Percy, Advertising and promotion Management, 2ed Edition, New York: McGraw – Hill, 1997, P.P. 57-85.

2.7.4.C: Design the Communications:

Formulating the communications to achieve the desired response will require solving three problems: message strategy, creative strategy, and message source. In determining message strategy, management searches for appeals, themes, or ideas that will tie into the brand positioning and help to establish points-of parity or points-of-difference. Communications effectiveness depends on how a message is being expressed as well as the content of the message itself. An ineffective communication may mean that the wrong message was used or the right message was just being expressed poorly. Creative strategies are how marketers translate their messages into a specific communication. Creative strategies can be broadly classified as involving either informational or transformational appeals. ⁽¹⁾Messages delivered by attractive or popular sources can potentially achieve higher attention and recall, which is why advertisers often use celebrities as spokespeople.

2.7.4.D: Select the Communication Channels:

Selecting efficient channels to carry the message becomes more difficult as channels of communication become more fragmented and cluttered. Communication channels may be personal and non-personal. Personal communication channels involve two or more persons communicating directly face-to-face, person-to-audience, over the telephone, or through email. Instant messaging and independent sites to collect consumer reviews are another means of growing importance in recent years. Personal communication channels derive their effectiveness through individualized presentation and feedback.

¹Ibid, P.P. 57-85

No personal channels are communications directed to more than one person and include media, sales promotion, events, and publicity. Media consist of print media, broadcast media, network media, electronic media, and display media.

Most non personal messages' come through paid media. Sales of promotions consist of consumer promotions such as samples, coupons, and premiums; trade promotion such as advertising and display allowances; and business and sales- force promotion. Events and experience include sports, arts, entertainment, and cause event as well as less formal activities that create novel brand interactions with consumers. Public relations include consumers directed internally to employees of the company or externally to consumers, other firms, the government, and media.⁽¹⁾ Consumers, other firms, the government, and media.

2.7.4. E: Establish the Total Marketing Communication Budget:

Industries and companies vary considerably in how much they spend on promotion. There are four common methods: the affordable, method, percentage- of – sales method, competitive- parity method, and objective- and task method.⁽²⁾ The affordable method ignores the role of promotion as an investment and the immediate of promotion on sales volume. It leads to an uncertain annual budget, which makes long- planning difficult.

The percentage of sales method set promotion expenditures at a specified percentage of sales or of the sales price. Supporters of this method see a number of advantages. First, promotion expenditure will vary with what the firm can afford. Second, it encourages management to think of the

¹Philip Kotler, and Kevin Lane Keller, Marketing Management, 12th Edition, 2006, Prentice. Hall, P.P. 551
²Ibid, P.P. 553

relationship among promotion cost, selling price, and profit per unit. Third, it encourages stability when competing firms spend approximately the same percentage of their sales on promotion. In spite of these advantages, it views sales as the determiner of promotion rather than as the result. It leads to a budget set by the availability of funds rather than by market opportunities. There is no logical basis for choosing the specific percentage, except what has been done in the past or what competitors are doing.

Some firms set their promotion budget to achieve share-of-voice parity with competitors. Two arguments are made in support of the competitive-parity method. One is that competitors' expenditures represent the collective wisdom of the industry. The other is that maintaining competitive parity prevents promotion wars. Neither argument is valid. However, as Kotler suggests there are no grounds for believing that competitors know better. Furthermore, there is no evidence that budgets based on competitive parity discourage promotional wars.

The objective- and- task method calls upon marketers to develop promotion budgets by defining specific objectives, determining the tasks that must be performed to achieve these objectives, and estimating costs of performing these tasks. The sum of these costs is the proposed promotion.

2.7.4.F: Deciding on the Marketing Communication Mix:

Firms must allocate the marketing communications budget over the six major modes of communication: advertising, sales promotion, public relations and publicity, events and experiences, sales force, and direct marketing. Each communication tool has its own unique characteristics and costs.

- a. Advertising can be used to build up a long- term image for a product. It also, can efficiently reach geographically dispersed buyers. Consumers might believe that a heavily advertised brand must offer good value.¹Because of the many forms and uses of advertising, the following qualities can be noted:
1. Pervasiveness - Advertising permits the seller to repeat a message many times. It also allows the buyer to receive and compare the messages of various competitors.
 2. Amplified expressiveness- Advertising provides opportunities for dramatizing the firm and its products through the artful of print, sound color.
 3. Impersonality- Advertising is a monologue in front of, not a dialogue with, the audience.
- b. Sales promotion can be used for short- run effects. Firms use sales promotion tools such as coupons, contests, and premiums to draw a stronger and quicker buyer response. Sales Promotion tools offer three distinctive benefits:
1. Communication – They gain attention and may lead the consumer to the product.
 2. Incentive – They incorporate some concession, inducement or contribution that gives value to the consumer.
 3. Invitation- They include a distinct invitation to engage in the transaction now
- c. Public Relations and publicity- The appeal of public relation and publicity is based on three distinctive qualities :

¹ Amna Kirmani, The Effect of Perceived Advertising Costs on Brain Perceptions, Journal of Consumer Research, September 17, 1990,P.P. 160.

1. High credibility – New stories and features are more authentic and credible to readers than the old ones.
 2. Ability to catch buyers off guard- public relations can reach prospects who prefer to avoid salespeople and advertisements.
 3. Dramatization- public relations has the potential for dramatizing a company or product.
- d. Events and Experiences- There are many advantages to events and experience:
1. Relevant – A well- chosen event or experience can be seen as highly relevant as the consumer gets personally involved.
 2. Involving- Given their live, real time quality, consumers can find events and experiences more actively engaging.
 3. Implicit- Events are more of an indirect soft- sell.
- e. Direct Marketing – The many forms of direct marketing direct mail, telemarketing, internet marketing share three distinctive characteristics:
1. Customized- The message can be prepared to appeal to the addressee individual.
 2. Up- to- date- A message can be prepared very quickly.
 3. Interactive – The message can be changed depending on the person’s response.
- f. Personal selling – personal selling is the most effective tool at later stages of the buying process, particularly in building up buyer preference, conviction, and action. Personal selling has three distinctive qualities:
1. Personal interaction – personal selling involves an immediate and interactive relationship between two or more persons.

2. Cultivation- personal selling permits all kinds relationships to spring up, ranging from a matter- of- fact selling relationship to a deep personal friendship.
3. Response- personal selling makes the buyer feel under some obligation for having listened to the sales talk.

2.7.4.G: Measuring communication Results:

Senior managers want to know the outcomes and revenues resulting from their communications investment. After implementing communication plan, the communications director must measure its impact or target audience. Members of the target audience are asked whether they recognize or recall the message, how many times they saw it, what points they recall, how they felt about the message, and their previous and current attitudes toward the product of the firm. The communication should also collect behavioral measures of audience response such as how many people bought the product, liked it, and talked to others about it.

2.7.4.H: Managing the Integrated Marketing Communication Process:

As defined by the American Association of Advertising Agencies, integrated marketing communications is a concept of marketing communications planning that recognizes the added value of a comprehensive plan. ⁽¹⁾ Such a plan evaluates the strategic of a variety of communications disciplines and combines these disciplines to provide clarity, consistency, and maximum impact through the seamless integration of messages.

¹Philip Kotler, and Kevin Lane Keller, Marketing Management, 12th Edition, Prentice Hall, 2006, P.P. 557

2.8: Assessing competitive Intensity:

For decades, economists have recognized that excessive competition derives down prices and hurts profits. Governments may wish to promote perfectly competitive markets but firms seek to find or create markets where those mechanisms are not working perfectly. That allows them to earn higher profits than firms competing in markets where competition is cutthroat.⁽¹⁾

The intensity of competitive interaction is rooted in market structure. At its most basic level, there are three types of competitive markets-Perfect competition, monopoly, and imperfect competition. Exhibit 2.4 arrays those types of competition along a continuum ranging no control over prices to complete control.

Figure 2-4
Basic Economic Models of Competition



Source: Steven P. Schnaars, “MarketingStrategy”, 2nd Edition, New York. The Free press, 1998.

¹Steven P. Schnaars, “Marketing strategy: customers & competition”, 2nd edition, New York. The Free press, 1998, P.P 30 – 43.

Schnaars argues that in the imaginary world of economic textbooks, firms compete in markets characterized by perfect competition. It exists when the following four conditions are present:

- a. Products are identical or homogeneous.
- b. All firms have perfect knowledge.
- c. There are no entry or exit barriers.
- d. There is atomistic competition.

Perfect competition makes for easy curve fitting and tidy economics lectures but it is an unrealistic view of almost all markets. Most markets deviate from the model of perfect competition in at least some respects. The more they deviate from that model, the less ruthless the price cutting.⁽¹⁾

A monopoly lies at the opposite end of the continuum from perfect competition. In a monopoly, there is no competition. There is only a single seller and that seller's product is unique. There is no substitute. A customer must pay what monopolist demands or do without.

There is no freedom of choice. With the exception of electric utilities, and few other highly regulated industries, pure monopolies are as deviations from perfect competition are plentiful. And, when monopolies, or near monopolies, are found, their ability to control prices is usually thwarted by government oversight. They must appeal to public utility commissions, which regulate their profits.

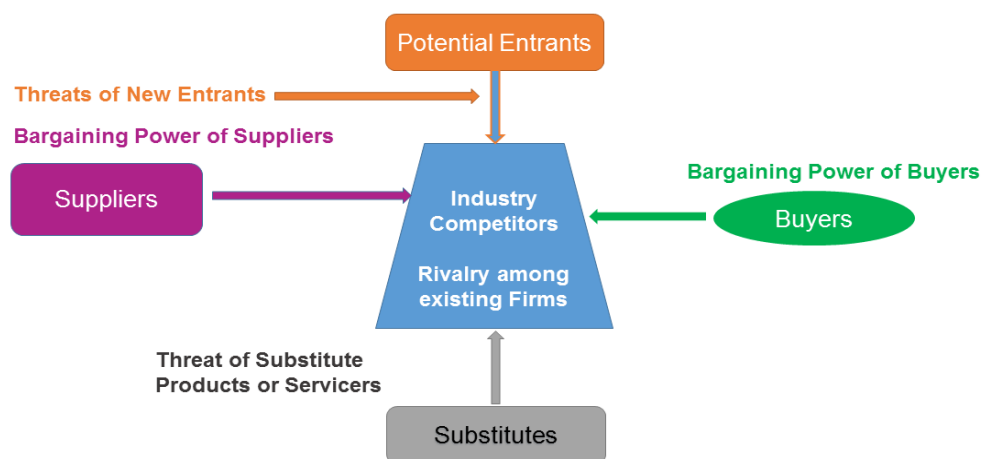
Most marketers are entirely perfect nor purely monopolistic. They are imperfect beset by a host of imperfections that lessen the intensity of competition and give sellers some control over price. The more imperfect in that market, the more likely it is that some firm competing in that market will earn extraordinary profits.

¹Ibid, P.P 40

Coping with cutthroat price competition is one of the central elements of marketing strategy. Economists have identified the important factors affecting competitive intensity. Those factors were codified and popularized by Michael Porter. He argued that intense competition in an industry is neither coincidence nor bad luck⁽¹⁾. In other words, firms can seek out markets where the mechanisms of perfect competition are not working perfectly or they can create the market conditions that violate the assumptions of perfect competition.

In short, companies can influence the level of competitive intensity. Porter describes five forces that interact to influence the intensity of competition in an industry. Those factors determine market attractiveness. Exhibit 2.5 presents the five factors graphically.

Figure 2.5
Five factors Driving Competition



Source: Michael Porter, Competitive Advantage: Creating and Sustaining Superior performance,” The Free Press, 1985 p.p.4.

The threat of these factors pose are as follows:

¹ Michael Porter, How Competitive Forces Shape Strategy, Harvard business review, March – April, 1979, P.P 137

1. Threat of intense segment rivalry- A segment is unattractive if it already contains numerous, strong, or aggressive competitors. It is even more unattractive if it is stable or declining, if plant capacity additions are done in large increments, if fixed costs are high, if exit barriers are high, or if competitors have stakes in staying in the segment. These conditions will lead to frequent price wars, advertising battles, and new- product introductions, and will make it expensive to compete ⁽¹⁾.
2. Threat of new entrants- A segment's attractiveness varies with the height of its entry and exit barriers ⁽²⁾. The most attractive segment is one in which entry barriers are high and exit barriers are low. Few new firms can enter the industry, and poor- performing firms can easily exit. The worst case is when entry barriers are low and exit barriers are high. The result is chronic over capacity and depressed earnings for all.
3. Threat of substitute products- A segment is unattractive when there are actual or potential substitutes for the products. Substitutes place a limit on prices and on profits. The company has to monitor price trends closely.
4. Threat of buyers' growing bargaining power- A segment is unattractive if buyers possess strong or growing bargaining power. A better defense consists of developing superior offers that strong buyers cannot refuse.
5. Threat of suppliers' growing bargaining power- A segment is unattractive if the firm's suppliers are able to raise prices or reduce

¹Philip Kotler, and Kevin Lane Keller, Marketing Management, 12th Edition, Prentice Hall, 2006, P.P. 342

²Michel Porter, How competitive forces shape strategy, Harvard business review, March – April, 1979, P.P 25

quantity supplied. The best defenses to build win- win relations with suppliers or use multiple sources ⁽¹⁾.

To prepare an effective marketing strategy, a firm must identify competitors' as well actual and potential customers. Firms need to identify competitors' strategies, objectives, strengths, and weaknesses.

2.9: Marketing Implementation and Control:

Marketing implementation is the process that turns marketing plans into action assignments and ensures that such assignments are executed in manner that accomplishes the plan's stated objective ⁽²⁾. A brilliant strategic plan counts for little if it is not implemented properly. Strategy addresses the 'what and why' of marketing activities. Strategy, and implementation are closely related. Thomas Bonoma ⁽³⁾ identified four sets of skills for implementing marketing programs:

1. Diagnostic skills when marketing programs do not fulfill expectations.
2. Identification of level Implementation problems can occur in three levels: marketing function, the marketing program, and marketing policy level.
3. Implementation skills To implement programs successfully marketers need other skills: allocating skills for budgeting resources, organizing skills to develop an effective organization, and interaction skills to motivate others to get things done.
4. Evaluation skills Marketers also need monitoring skills to track and evaluate marketing actions. Bonoma maintains that in spite of the

1Ibid P.P 23.

2H.W. Goetsch, Developing, Implementing and Managing an Effective Plan, Chicago: NTC Business Books, 1993, P.P 73

3Thomas V. Bonoma, The Marketing Edge: Making Strategies Work, New York, the Free Press, 1985, P.P 20 – 41

need to monitor and control, marketing activities, many companies have inadequate control procedures. There are four types of marketing control: annual plan control, profitability control, efficiency control, and strategic control. According to him annual plan control aims to ensure that company achieves the sales, profits, and other goals established in its annual plan. The heart of annual-plan control is management by objectives. There are four steps in the control process. First. Management sets monthly or quarterly goals, second, management determines the causes of serious performance deviations. Fourth, management takes corrective actions to close the gaps between goals and performance; the control model applies to all levels of the organization. Top management sets annual sales and profit goals that become specific goals for lower levels of management. Each product manager is committed to attaining specific levels of sales and costs. Each period, top management reviews and interpreters the results.

Some firms have established a marketing controller position to improve marketing efficiency. Of promotions, analyze media production costs, evaluate customer and geographic profitability, and educate marketing personnel on the financial implications of marketing decisions ⁽¹⁾.

From time to time, firms need to undertake a critical review of overall marketing to time, firms need to undertake a critical review of overall marketing goals and effectiveness. Each firm should periodically reassess its strategic approach to the marketplace with marketing effectiveness reviews and marketing audits. Firms can also perform marketing excellence reviews and ethical social responsibility reviews.

1 Bernard J. Jouorski, Vlases Statha Kopulos, and H. Shanker Krishnan, “ Control Combinations in Marketing : Conceptual Framework and Empirical Evidence, Journal of Marketing, January 1993, P.P 57 – 69

Chapter 3:
Strategic Marketing Management
for Telecommunications Sector

3.1 Zain company ⁽¹⁾:

Zain - Sudan (formerly Mobitel) was launched in 1997 to be the first mobile company in Sudan. It acquires more than 54.8% of the market share and it serves the largest base of mobile customers in the country with more than 13 million active subscribers.

Zain (then Known as Mobitel) was a joint venture between the Sudanese Telephone Company Ltd and several private shareholders until 2006, when it was fully acquired by the Zain group (formerly MTC), as part of its strategy of becoming first a regional, then a global telecom entity.

In ninth of September 2007 Mobitel changed its name to the trade mark Zain – Sudan with all companies in the Group in each: Kuwait, Bahrain, and Jordon. Then Zain becomes the trade mark for all the Group companies in 22 countries in Africa and Middle East.

Zain has since invested more than 800 million in Zain’s network expansion and improvement; in a move to realize the objectives of providing coverage to 90% of Sudan’s population, with more than 2400 sites, and is the first operator in the country to cover the whole Sudan and the three states of Darfur. In addition to deploying 3 and 3.5G networks in major cities for Data services, which is considered the main strategy for 2014.

In its ongoing development Zain has engaged more than 600 new employees within an advanced plan to further enhance the company’s performance, in addition to continuously engaging employees in training programs to enhance their performance and keep them up to date with

¹Zain annual report, 2014.

world's current trends for running the company in an ever efficient manner.

Zain undertakes a serious role in corporate social responsibility and allocates a considerable annual fund to support worthy causes and projects that benefit the Sudanese community and contributed Sudanese national economy with amount of \$8 billion with last 5 years.

The sectors of community and social development adopted by Zain are: Health, Education, Skills Development & Training, and the Conservation of the environment in all provinces / states of the vast and outstretched country of Sudan.

The original message of Zain has always been: to provide unprecedented services to customers, boost the national economy, advance and develop the community, and provide the best value to all stakeholders.

The vision of Zain is to remain the preferred Mobile operator in Sudan, leading the Telecommunications Market Growth in Sudan, and expanding in the region within adjacent countries, driving economic prosperity, and providing the highest value for all our stakeholders through operational excellence.

The mission of Zain is to continue to challenge ourselves and set new performance standard by investing in the future of our customers and seeking knowledge and innovation in order to exceed expectations in serving our community¹.

¹ Ibid

Zain is providing many services to many segments in the market as Zain main objective is to provide the best services to its customers. Zain is providing voice, internet and value added services to its customers. Zain is customizing these services based on two main segments which are business segment and consumers segment.

Zain is providing the latest technology in Sudan to the customers. The Zain network is covering almost 90% of the population ⁽¹⁾ in different areas in Sudan. Also, it is leasing in providing the latest technology for the internet as Zain was the first operator launching the 21 MBPS technology to the customers. More than 10% of Zain's customers are using the internet services.

Zain is offering prepaid and postpaid services. Prepaid services have two products including eeZee and Mobipaid. eeZee tariff is suiting the customers who want the peace of mind as it doesn't include any monthly fee, still its prices is competitive compared to the market.

Mobipaid package has the best prepaid tariff in the market. It has three options including monthly, quarterly, and yearly. The monthly fee started at 2010 and it is to be used for the on – net call.

Postpaid package has individual package and special package. Individual package which is called Style as the customer can customize his package with the bundle of On – net, international, SMS, and internet bundles. The special package for the corporate customers based on the company size.

Zain is providing many voice services including local and international calls. Zain also has many competitive services such as the family and

1 Zain website

friends services where the customers can assign up to six numbers local and international and speak with discounted rate with those numbers. Similar service is available for the corporate customers where the corporate staff can have discounted rate within the company line. Company customers can enjoy unlimited calls against monthly subscription fees.

Zain has many internet services including the internet on handset and internet on data cards. Zain internet on data cards was launched on August 2009. The service has many packages including the golden package which is the highest speed in the market of 21Mbps, the package include 10 GB per month. The other package is the silver package which speed of 7.2Mbps and include 5 GB per month.

Zain internet on handset launched in February2010 and has many options including daily unlimited package, the weekly unlimited package and monthly unlimited package and the pay as you go tariff.

Zain, also has many added value services such as the money transfer which is has very positive contribution to the society and the economy of the country as it is considered as one of the main money transfer tools. Other value added services include the ring back tone content SMS such as the news, health, education, etc. Other services are bulk SMS, multimedia massages.....etc.

Zain also has special business solutions to the corporate such as vehicle tracking system, point to point connectivity which is used in the banks and the ATMs¹.

¹Ibid

Zain has customer care and acceptable distribution network in Sudan, as customers can get Zain products through different channels including Zain shops and indirect dealers.

Corporate customers have special channels as there is dedicated account manager for each corporate customers and this account manager access the corporate at their location. Zain customers can access Zain's customers' care using the phone by calling 123 for free or by sending SMS to 1230. Customers can also access the agents using the social media such as Facebook, Twitter, or also can send email to Zain and agent will reply to their email.

Zain extended the national network coverage to reach 90% of Sudanese population through 2300 modern sites which serves more than 1000 villages and towns with 3.5 G services. Meanwhile Zain is planning to provide 4G – LTE services next year.

Organization Structure of Zain Company¹:

It consists of:

1. Managing Director (MD)
2. Chief Executive Officer (CEO)
3. Chief Operator Officer (COO)
4. Chief commercial Officer (CCO) : he / she is responsible of:-
 - a) Marketing senior Director
 - b) Sales Senior Director
5. Chief Financial Officer (CFO): he / she is responsible of:-
 - a) Banking Accounts
 - b) Budget Account
 - c) Customers' Accounts.

¹Ibid

6. Chief Internal Engineering (CIO): he / she is responsible of:-
 - a) Network Supporting projects
 - b) IT
 - c) Billing Systems
7. Legal Officer
8. Social Responsibility support: he / she is responsible of:-
 - a) Internal Communication.
 - b) External Commutation.
9. Human Resources Director
10. Management Affairs Director

Zain company uses an outsource system in its manpower management. Recently, they turn all the blue – collar jobs (workers) to the franchise companies, which became responsible of their hiring costs and Zain company is responsible of managing them. In addition, it uses this system in some call centers to optimize costs of operating them.

3.2 MTN Group⁽¹⁾

The MTN Group Limited is a leading provider of communication services offering cellular network access and business solutions.

MTN has launched in 1994. It is a leading emerging markets mobile operator which is at the forefront of the technological changes sweeping the world. It invests significantly in advanced communications network, connecting more than 203, 8 million people in 22 countries across Africa and the Middle East. In the past five years alone, their capital expenditure has exceeded R 130 billion in the counties where they operate.

¹MTN web site

In pursuit of their vision to lead the delivery of a bold, new Digital world too their customers and their mission to make their customers' lives a whole lot brighter, they leverage the talent of their 25424 employees to offer innovative products and a quality customer experience. They recognize the value of diversity within a group with a solid organizational culture. MTN Group Limited's head office is in Johannesburg, South Africa, where group is listed on the exchange operated by the JSE Limited under the share code MTN.

MTN has operations in Afghanistan, Benin, Botswana, Cameroon Ivory Coast, Cyprus, Ghana, Guinea Bissau, Guinea Republic, Iran, Liberia, Nigeria, Republic of Congo, Rwanda, South Africa, Sudan, South Sudan, Swaziland, Syria, Uganda, Yemen, and Zambia. MTN also has ISP licenses in Namibia and Kenya and a value added services license in Ethiopia.

MTN operates in twenty one countries across the Middle East and Africa. Sudan is one of these countries. At the end of 2002, MTN Sudan was officially licensed to operate its services by an official letter from the National Telecom Corporation.

It granted the use of GSM (2G) and UMTS (3G), and the use of microwave transmission frequencies.

MTN determined to lead the delivery of a bold new digital world in the daily mobile communication usage of their customers by innovating their used services and through their consistent provision to make their lives a whole lot brighter. Customers are at the heart of what they do, and they guarantee to deliver the change of good.

The role that telecommunications plays in people lives has change rapidly in the last decade. Not so long ago, traditional voice services defined the telecommunications industry. Now they are just one of a growing range of services that impact many areas of our lives. The need for a broader digital offering has led MTN to refresh its vision and mission and refine its strategic objectives. This is to ensure that they maintain their leadership position in communication in emerging markets and sustain a business model that maximizes value for all stakeholders.

MTN has grown to from a well-known brand through its chain of international experience during the past years in telecommunication. It is the first African telecom company ranked number 79 among the top 100 global brands according to millward – Brown Brandz for the year 2013. It crossed 219 million subscribers among its operating companies around the world. Also, MTN is the one and the only African company sponsoring the FIFA world Cup – South Africa in 2010.

MTN has number of projects in Sudan to support the continuous developments all over the States¹.

Firstly, they expand their network to cover more than 500 regions across Sudan. Secondly, they encourage loyalty through high quality services and development of innovative and attractive packages and services for a better customer experience. Thirdly, they focus on customer’s needs. MTN Sudan was the first company to offer the basic services free of charge and eliminate the monthly charges for its prepaid subscriber. Fourthly, it was the first company to charge its customers through per second billing. Fifthly, it is the first telecom company to sponsor the

¹Ibid

Sudanese football sports. And finally it is the fastest growing mobile service provider in Sudan.

MTN Corporate Social Responsibility (CSR):

As a multinational telecommunications company doing business in emerging markets across Africa and the Middle East, they are uniquely placed to contribute to the social development of the countries in which they operate. MTN Foundations are the primary vehicles through which the company implement its social investment initiatives in the priority areas education, health and economic empowerment. Through the work of their foundations, they have built a strong corporate citizenship identity for MTN by leveraging the transformative power of their technology, people and resources to serve their communities and speed up the progress of the developing world.

MTN Sudan determines to serve the Sudanese community through its corporate social Responsibility programs that focuses on continuous tree plantation, eye – camp programs and 21 Days of Y’ello Care. The 21 Days of Y’ello Care is a voluntary annual initiative that focuses on having MTN Sudan staff serving the community with their own ideas and own hands as well. Since 2007 MTN Group started the 21 Days of Y’ello Care to serve local communities across 22 countries where it community, from 1st of June to 21st every year. MTN Sudan employees have collected more than 7000 school books and were restored to a better condition to serve new school kids for a few more years to come. Another initiative under the 21 Y’ello Care program for this year was the educational illustrations for schools, in which 300 calligraphy drawing and pointing mathematical shape boards were drawn for school students in English and Arabic languages. Completion of archiving 2100 archeological items at

the Sudanese National Museum was another rare initiative by MTN Sudan, employees have gathered the hard copies of cards with the archeological information to register it into an electronic version, and this will enable researches inside Sudan and outside of it to access this information without it being damaged or lost.

MTN Sudan employees organized a training course to a few number of primary school teachers in 21 less privileged schools. The training was on basic skills in dealing with technology and using smart phones and internet browsing as a first step to enter the digital world. Last but not least was the rehabilitation of ELNOOR institute, which is specialized in educating the blind, the employees managed to complete four books from the set curriculum in audio format so the students could make use of them and later the content of these audio books were converted to the Braille language that is recognized used by the blind to read and write.

MTN Sponsored Initiative¹:

- 1- Highway Africa: within the activities of the Highway Africa Conference, MTN Sudan had sent Sudanese Press Delegates to South Africa to attend the largest annual gathering of journalists and media professionals on the African continent. It was hosted by Rhodes University in Grahams Town, South Africa on the 1st and 2^{ed} September 2013, it was the 17th session, which was attended by over 600 media experts from all over the world.
- 2- One young world: it is a non– profit organization which provides opportunities for young adult to join in a global network of socially committed with leadership potential. The One Young World Summit brings together the young generation’s brightest and best candidates

¹Ibid

to share their concerns, opinions and solutions; they drive positive change in their communities, companies and countries. As part of the company's commitment to nurture the dreams and aspirations of tomorrow's leader, MTN Sudan has sent 2 delegates to attend the One Young World in Johannesburg, South Africa in 2013. It believes that One Young World is a platform for young people to contribute positively to their society.

MTN Family:

The teamwork of MTN Sudan are from different backgrounds and experiences within the company, which strengthen them to provide the final quality service. The manpower of MTN is 562 Sudanese employees and 6 foreign ones.

Sudan is a largest country with diverse environments and multiple cultures, so the decentralization system for management is better for MTN Sudan. The states of Sudan contribute with more than 50% of the total revenues of the company, which demands necessarily executive managers for these states under the top managers directly. They divided Sudan for four provinces with general manager for each one which are: Khartoum, PortSuadn, Niyla, and ELObied. The general manager is responsible of sales management, customers' services, optimal usage of resources, and to find opportunities to develop the province.

Organization Structure of MTN Group in Sudan¹:

It consists of:

1. General Manager: he is responsible of:
 - a) Supervising all the departments of the company and all the activities of it.
 - b) Determine the policies of the company and make sure that they are followed in a proper way.
 - c) Should have leadership character to develop the work and to achieve the objectives.
 - d) Make a strong relationship with external environment for the company.
 - e) Responsible of benefits and loss.
 - f) Be sure of total quality management in the company.
 - g) Planning for training programs for each employee.
2. Executive management
3. Project Management
4. Operating Management
5. Technology Management
6. International Directing Management
7. Sales Management
8. Internal Auditing
9. Legal Management
10. Research & Development Management
11. Marketing Management
12. Human Resources Management
13. Financial Management
14. Purchasing Management

¹Ibid

3.3 Sudatel:⁽¹⁾

Sudatel Telecom Group (STG) is one of the leading telecom companies in the region, serving the needs of customers in Sudan in Africa.

Since its foundation on the 13th September 1993, it has grown steadily from local to regional markets, setting a good example for privatization policy. It is the bridge for telecommunication movement between the Arab world, Africa and rest of the world.

STG offers various telecom services and keeping its competitive edge with other companies. Its main services include provision of mobile services, fixed – line services as well as carrier and wholesales services. It provides services in 2G, 3G, and NGN technology levels. Its services are expanded into many cities and rural areas, achieving the widest coverage and most significant presence.

STG's infrastructure integrates well together in harmony with all the modern elements of modern communications in optical fiber networks, copper and wireless networks so that all these networks are based on a common technology base which is the best and most modern in the field of communications.

STG is running now a telecom business (Telecom operator) in five African countries: (Sudan – Mauritania – Senegal – Ghana and Guinea Conakry) covering the areas of mobile, fixed, internet and broadband services.

Sudatel contribute 13% in the submarine cable to east Africa extending from Port Sudan to Cape town linking 13 countries in the eastern coast of

1 Sudatel Website

Africa and owns 50% of SAS1 and SAS2, which are huge projects for transmission linkage between port Sudan and Jeddah, in addition to Sudatel contribution at the continental cable ACE with 9% that link the western coast countries extending from Cap town to France. Sudatel is also linked with Ethiopia and Egypt via the fiber optic.

STG is the first Sudanese company to be listed on the regional stock markets. On 4th July 1997, it was enlisted on Khartoum Stock Exchange. On 6th November 2000, it was enlisted on Bahraini Stock Exchange and on Abu Dhabi Stock Market on 31st March 2003.

STG deals with investors from Saudi Arabia, Yemen, Qatar, Bahrain, Iran, Oman, and Jordan and with more than 14 local and regional banks as well as more than 80 Sudanese and Regional Companies.

Since its foundation STG paid more than 36 million dollar for the social responsibility activities to cover the need in education, health, and water projects.

Vision:

Their vision is to provide Sudatel services to every Sudanese house, make their customers enjoy a better life through their modern products and services that are tailored to their needs and capabilities, and to advance its surrounding communities and help in developing them in all walks of life.

Mission:

STG main mission has been to enrich the economic, cultural, and social life in African continent through the spirit of communication, change the prevailing ignorance into an in – depth knowledge which it provides through communication services, information transmission and internet.

Values:

STG values are based on main pillars:

- Teamwork
- customer Driven
- integrity
- creativity
- Enhanced performance

These values embody who they are and how they work.

Aims:

STG aims to provide information and communication service using the latest technology to achieve the needs of the national infrastructure development, to use the latest communication technology in order to broaden telecommunication coverage to all communities, to improve our operational network capacity, both quantitatively and qualitatively, to turn out highly qualified personnel, to emerge as a carrier for regional traffic between Africa and the rest of the world, to sustain their successful business by making global profits and competition, and to use the latest technology to expand their services based to cover remote areas.

Sudani is the mobile arm of Sudatel Group (STG) of companies in Sudan. Sudani is the leading mobile and broadband service provider to consumers and business in Sudan. STG is leading regional telecommunication provider with presence in more than four African countries. Sudani is the first telecommunication accompany in Sudan to deploy 3.75G.

The company provides the following services¹:

Basic Services: It includes:

1. Voice call in two systems:
 - Postpaid
 - Prepaid
 - Additional service such as clip, call waiting , call forwarding, call hold, call conference, and missed call notification
2. Roaming services: it is services that enable Sudani users to send and received calls and messages outside Sudan in the countries with which they have an international agreements.
3. Value Added services: it includes:
 - Voice mail services.
 - SMS
 - Sudani Tunes
 - Missed call notification
4. Internet Applications.

Organization Structure of Sudatel Group²:

- 1-Board of Directors: is the governing body of the company. In STG its members are normally elected every three years from the General Assembly to govern the group and look after its interests. The board has the ultimate decision – making authority and is empowered to set the group’s policy, objectives, and overall direction. It includes :
- a. Chairman of the board
 - b. Vice chairman
 - c. All the directors of the group

¹Ibid

²Ibid

2- In the second level of management there is executive management. It is a group who are charged with the implementation of plans and policies. In STG the Executive management is consisted of a group of executive managers in various fields. It includes.

- a. Chief Executive officer
- b. VP finance & Operations support
- c. Chief Technical Officer
- d. VP of international Operations
- e. Chief information Officer
- f. Chief Planning Officer
- g. Chief Marketing Officer
- h. Chief Operations Support Officer
- i. Chief sales Officer
- j. Chief Human Resources Officer

Sudatal Social Responsibility:

Sudatel's concept of social responsibility is based upon a true Islamic vision: an integrated system for social rights defined by Islam for all people in wealth and money. In Islam, solidarity, which is a main pillar within this framework, extends beyond materialistic aspects to include the spiritual ones where in Sudatel has learnt from the mankind experience and the fruits of the international criteria defined by specialized humanitarian institutions in line with its values and ethical criteria. Sudatel affirms its resolute adherence to the ethical principles and reliable work practices in all its dealings and transactions. Sudatel has considerably contributed in realizing sustainable development, improved the living standards of its works and their families as well as local communities and the society as a whole, and preserved the environment and has taken full commitment of communal service as a strategic option.

With its social responsibility, Sudatel has exerted great efforts towards the shareholders: society, government, stockholders, subscribers, workers, importers, and civil society organizations. Sudatel has adhered to the principle of transparency and governance as an integral part of responsibility. These efforts have resulted in the following achievements. STG considers social responsibility at the core of its duty. It has been involved in communal support since 1999 when its first program of this type was launched. At first it allocates 2 million dollars each year for this purpose, and then it was revised to 4 million dollars per year. The unique Community Support Program of STG is a 7 – year old activity with a 2 million USD annual sum available to meet pressing community needs. The program focuses on social issues such as hygiene, medical, learning, water supply, peace, information technology and orphan support. The program yielded fruitful projects all over the country especially in remote and peripheral areas.

Community services:

Communications service is a project for social responsibility because it contributes in developing other sectors and achieves sustainable development.

Sudatel has established large communications networks whose fabric network only exceeds 10,000 kilometers in length, connected with neighboring countries of Egypt, Saudi Arabia, and Ethiopia and more connections are under way with other countries. Sudatel takes part in major telecom projects in Africa such as the Eastern Africa Submarine cable system (EASSY), and ACE in West Africa, as well as SAS1 and SAS2 that connect Sudan with Saudi Arabia across the Red Sea. All these projects are in favor of sustainable development and filling the digital gap

to make Africa cope with the knowledge community. Moreover, Sudatel has been allocating \$2 million since 1999 to support vulnerable segments of the population and to build partnerships with institutions through implementation of valuable projects in the field of health, education, orphan sponsorship, and development in general. Sudatel is very generous in providing direct support to the needy and weak people, widows, and the sick people. Sudatel has allocated \$4 million for the year 2014 where by a number of distinguished projects have been implemented as follows:-

- a) **Health Services**: STG has decided to participate in developing such important sector as a national duty. It has participated in supporting national hospitals and health centers all over Sudan to help in providing high quality health services to citizens. For instance STG has provided support to Khartoum Teaching Hospital, Ear, Nose and Mouth Unit, Khartoum Dental Teaching Hospital, Rural Ambulance services, national campaigns to eradicate Malaria, providing telecommunication services to national ambulance services and supporting huge numbers of patients to get medication outside Sudan. STG has spent 10,858,607 Sudanese pounds to implement 91 health service projects all over Sudan.
- b) **Water Services**: STG has paid great attention to water services, particularly in rural areas which are suffering from thirst and shortage of water. Sudatel has implemented 55 projects including construction of water plants, networks, reservoirs and water pumps. These projects contribute to the stability of these areas because the people settled around them in the rural areas, something help in providing other service to them. Water is an essential factor for comprehensive development.

- c) **Orphans care**: STG sponsorship program supports 1500 orphans every month through 23 voluntary national organizations. The philosophy of selecting national organizations is to rehabilitate them to assume their role in the best manner, benefiting from Sudatel support to realize the value of solidarity and benevolence among the society members.
- d) **Education Services**: STG has paid great concern to education. It has implemented qualitative projects touching up the dire need of the society in this respect: the students, seating projects where more than 16,000 students have been seated, 13 School integrated labs have been implemented in high secondary schools in Khartoum and the States, science and lab teachers have been trained on them, 510 university female students have been sponsored and mosques have been established in school within the framework of a mosque for each school' project. Also, Sudatel has supported the lab of Education, Science and Arts faculties in the University of Khartoum with modern 75 computers and now preparations are being made to provide equipment and devices for radio and TV studio in the media department in Omdurman Islamic University. Facilities have been provided for persons with disabilities such as movement equipment. A number of drinking foundations have been implemented in universities and schools. Schools uniform is provided from more than 4,000 orphan students and some classes have been rehabilitated and built in some schools.
- e) **Development** Projects: with respect to development services, the second Khalwi (religions schools) convoy marched to more than 105 Khalwis in Khartoum and the states, the fasting bag project was implemented for more than 3500 families, more than 60 mosques were carpeted, 17 Khalwis were lighted by solar cells ,

call center and voluntary organizations have been supported and houses of the disable have been rehabilitated. Direct support has been provided for more than 1000 citizens for serious treatment cases and surgeries which the patients were unable to cover their expenses.

Chapter 4:

Analysis and Evaluation

4.1 Introduction

This Chapter is an analytical chapter where in the practice of strategic marketing management in Zain, MTN, and Sudatel Group is evaluated and analyzed. Specifically, in this chapter the researcher tried to investigate the way and the extent of practice of strategic marketing management in the concerned enterprises and to find out the factors and reasons which support and/or hinder the practice of strategic marketing management in each enterprise.

Moreover, this chapter attempts to test the significance of the stated hypotheses. This section includes the steps and procedures that have been followed in this study including questionnaire design, the description of the research sample and population sample, and perform significance tests of the questionnaire to check the validity of statistical methods by which the data analyzed and extract the results.

This chapter includes two parts. Part one consists of procedures of applied study & part two consists of analysis the data.

Part (A): 4. A.1: Population and Sample of the Study:

a) Population of the Study:

It consists of upper and middle managers of Zain Company, MTN Group, and Sudani Company.

b) Sample of the Study:

The sample was selected intentionally and is one of non – probability sample chosen by the researcher to obtain the information from the specific vocabulary of the population under study. It was distributed 73 questionnaire cover all the managers’ share in setting the strategic marketing management for the enterprises under study.

It was received back 72 questionnaires by retrieving reached 98% stated as follows:-

Table 4.1
Questionnaires Distributed & Returned

Issue	Number	Percentages%
Questionnaires were returned after a full package	72	98%
Questionnaires were not returned	1	2%
Total	73	100%

Source: Prepared by the researcher, 2015

c) Characteristics of the Sample of the Study:

It consists of the following characteristics:

1- Distribution of the sample according to sex(Table 4.2):

Table 4.2
Frequency Distribution of the Sample

Issue	Number	Percentages
Male	52	72.2
Female	20	27.8
Total	72	100

Source: prepared by the Researcher, 2015.

As we see from the 4.2 that the majority of the sample are males where they accounted, and the females are 27.8% of the total sample of the study.

2- Distribution of the sample according to age(Table 4.3):

Table 4.3

Frequency Distribution of the Sample according to age

Issue	Number	Percentages
Less than 25	—	0
25 and less than 35	4	5.6
35 and less than 45	16	22.4
45 and less than 55	42	58.3
55 and more	10	13.9
Total	72	100

Source: prepared by the Researcher, 2015.

As we seen from the table 4.3 that the majority of the sample are aged (45 and less than 55) and they are 58.3% of the sample, while the proportion of managers aged 55 and more 13.9% of the sample and the managers aged 25 and less than 35 are only 5.6% of the sample.

3- Distribution of the sample according to their level of Education(Table 4.4):

Table 4.4

Frequency Distribution of the Sample according to Qualification

Qualifications	Number	Percentage
Secondary certificate	—	0
Graduates	47	65.3
Post Graduates	25	34.7
Total	72	100

Source: prepared by the Researcher, 2015.

As seen from the table 4.4 that the majority of the sample are graduates of a university, where the post graduates members of the sample are 34.7%.

4- Distribution of the sample according to Social Status (Table 4.5):

Table 4.5

Frequency distribution according to social status

Social Status	Number	Percentage
Single	18	25
Married	52	72.2
Widow	2	2.8
Divorced	—	—
Total	72	100

Source: prepared by the Researcher, 2015

As seen from the table 4.5 that the majority of the sample are married couples and they represent 72.2% of the sample, where single ones are 25% of the sample.

5- Distribution of the sample according to Specialization (Table 4.6):

Table 4.6

Frequency distribution according to specialization.

Specialization	Number	Percentage
Lower level management	—	0
Middle level management	24	33.3
High level management	48	66.7
Total	72	100

Source: prepared by the Researcher, 2015.

As we seen from table 4.6 that the majority of respondents are from high level management, where the rest the sample are from the middle level management.

6- Distribution of the Sample According to Experience (Table 4.7):

Table 4.7
Frequency Distribution According to Experience

Years of Experience	Number	Percentage
Less than 5 years	4	5.6
5 years & less than 10	22	30.6
10 years & less than 15	23	31.9
15 years & less than 20	18	25
20 years & more	5	6.9
Total	75	100

Source: prepared by the Researcher, 2015

As we seen from table 4.7 the majority of the sample is working for 10 years & less than 15 and they reached 31.9% of the sample. The proportion of managers aged between 15 years & less than 20 are 25% of the sample. Managers with experience of less than 5 years are 5.6% of the sample.

4. A.2: The Study Tool:

This study based on the questionnaire as a key tool to obtain the data necessary for the subject of the study. In order to achieve the purpose of the questionnaire, it consists of two parts:

Part (A): It includes data of members of the sample.

It is a descriptive and personal data of:

- a) Sex.

- b) Age.
- c) Education
- d) Social Status.
- e) Specialization
- f) Experience

Part (B): It includes the basic phrases through which it recognized the study hypotheses. This part includes 63 phrases which represent axes according to the following:

- The first axis measures the quality of services and its impact on improving the marketing performance. It consists of 10 phrases.
- The second axis measures the relationship between the pricing and its impact on improving the marketing performance. It consists of 10 phrases.
- The third axis measures the relationship between the distribution of services and its impact on improving the marketing performance. It consists of 11 phrases.
- The fourth axis measures the relationship between the promotion and its impact on improving the marketing performance. It consists of 12 phrases.
- The fifth axis measures the relationship between the existence of definite marketing missions and its impact on improving the marketing performance. It consists of 10 phrases.
- The sixth axis measures the relationship between marketing strategies and customer's satisfaction. It consists of 5 phrases.
- The seventh axis measures the relationship between the marketing strategies and the market share. It consists of 5 phrases.

4. A. 3: the Scale of the Study:

It is also measured the degree of potential responses by Likert Scale Pentathlon. In the distribution of weight to the respondents' answer which is distributed from the top weight give (5) degrees and represents the answer (strongly agree) to its lower weight given (1) degree and represents the answer (strongly disagree) and in between three weights. The purpose for that is to allow respondents to choose the exact answer to the discretion of the respondents. Table 4.8 shows the degree to approve s measure.

Table 4.8

The degree to approve a measure

Approved Degree	Relative weight	%	Statistical Significance
Strongly Agree	5	Greater than 80%	Very high degree of Approval
Agree	4	70 – 80%	high degree of Approval
Neutral	3	50 – 69%	Medium
Disagree	2	20 – 49%	Low approval
Strongly disagree	1	Less than 20%	Nonexistent degree of approval

Source: Prepared by the researcher, 2015

To correct the measure used in the study we follow the following:

The total score of the scale is the sum of the individual scores of the phrases $(5 + 4 + 3 + 2 + 1) = \frac{15}{5} = 3$, which represents the centre premise of the study and hence if the mean deviation of the phrase increase than centre premise, it means that the respondents approve on the phrase.

4. A.4: Evaluation of Measurement Tool:

Truth or validity of the measurement tool is defined as the performance ability to measure what was designed for and based on correct measurement theory dealing with free tool of measurement errors, whether random or systematic. The study in the first phase based on

evaluating the appropriateness of the measures used in the measurement of the study phrases using consistency and honesty tests to exclude non – moral term of study metrics and verify that the phrases that have been used to measure the concept of certain actually measure this concept and warded other dimensions and features of these tests its ability to provide a set of metrics that determine the applicability of the data to the model that has been detected and the exclusion of any other alternative models can explain the relationship between the scale phrases based on the response of the study sample vocabulary. In the following the researcher presents the results of analysis of the measures used in the study:

a) The Sincerity of the Scale Content Test:

After the completion of the preparation of the initial version of the standards, the study was presented in the form of a questionnaire to a group of arbitrators and experts (five professors). The experts were asked to express their views about the study tool and validity of the statement to represent the hypotheses, also they were asked to amendment, porcelain and add what they see suitable for the purpose of measuring the sincerity of the study.

As stated by Ebel that the best way to make sure the virtual honesty of performance measurement that the number of specialists reports about to what extent the statements represented by the formula to be measured.

After the questionnaire has been retrieved from the experts, it has been analyzed and taking their observations and made adjustments that they have suggested and then it was the design of the questionnaire in its final form (see Appendix 1).

b)The Consistency & stability Test of the internal Standard Used in the Study:

Stability means ⁽¹⁾, the stability of the scale and not contradiction with itself, any measure that gives the same results as a possible equal to the parameter value if reapplied to the same sample. Therefore, it leads to the same results or compatible in every time it is re – measurement results. The greater the degree of consistency and stability of the tool the more confidence in it. There are several ways to check the stability of the scale, one of them Alpha Cornbach’s Coefficient to ensure internal consistency of the scales.

The researcher has been using Alpha Cornbach’s coefficient, which takes values ranging from zero to one, if there is no stability in the data, the parameter value is equal to zero and on the contrary, if there is complete stability in the data, the parameter value is equal to one. In other words, increasing the coefficient alpha Cronbach means increasing the creditability of the data from the sample results. The value low than 0.60 shows low internal consistency. Tables from 4.9 to 4.15 shows the results of measurements of the stability study analysis indicating Cornbach’s coefficient values:

The First Axis: the Relationship between Quality of Services and Improvement of Marketing Performance:

Table 4.9

Cornbach’s Test to Measure the Results of the First Axis Phrases

Phrases	Cornbach’s Alpha
1- The customers choose the company after comparing the services of other companies.	0.82

¹Iz Abdel Fatah, ‘introduction to Analytical Statistical’ P.P 56 – 84, 2005.

2- The customers compares between the company's services and other competitive companies.	0.82
3- The company offers new services whenever competitive companies provide new services.	0.81
4- The customer's consumption is not affected when competitive companies provide new services.	0.81
5- The customer's consumption decrease when the quality of the services decrease.	0.80
6- The customer has not any substitute for the services provided by the company.	0.82
7- The existence of rival companies increases the quality of service provided by the company.	0.82
8- The company improves its services in order to attract more customers.	0.83
9- The company improves its services in order to maintain their customers.	0.82
10- The customer's consumption increase when the company improves their quality of services.	0.81
Total of Phrases	0.83

Source: Prepared by the researcher of the results of the statistical analysis, 2015

From the table 4.9, the results of reliability tests that Cornbach's values for all phrases of the first axis is greater than 60% this means very high degree of internal consistency for all phrases and the Cornbach's values is 0.83. which is high stability so, we can say that the standards adopted by the study to measure the first axis phrase (the relationship between the quality of services and improvement of marketing performance) has internal stability for their words so, we can rely on these answers to achieve the objectives of the study and analyze the results.

The Second Axis: the Relationship between Pricing and Improvement of Marketing Performance:

Table 4.10

Cornbach's Test to Measure the Results of the Second Axis Phrases

Phrases	Cornbach's Alpha
1- The customers choose the company after comparing the services of other companies.	0.82
2- The customers compares between the company's services and other competitive companies.	0.82
3- The company offers new services whenever competitive companies provide new services.	0.81
4- The customer's consumption is not affected when competitive companies provide new services.	0.81
5- The customer's consumption decrease when the quality of the services decrease.	0.80
6- The customer has not any substitute for the services provided by the company.	0.82
7- The existence of rival companies increases the quality of service provided by the company.	0.82
8- The company improves its services in order to attract more customers.	0.83
9- The company improves its services in order to maintain their customers.	0.82
10- The customer's consumption increase when the company improves their quality of services.	0.81
Total of Phrases	0.83

Source: Prepared by the researcher of the results of the statistical analysis, 2015

From the table 4.10, the result of reliability tests that Cornrnbach's values for all phrases of the second axis are greater than 60%. Dealing with these values the availability of a very high degree of internal consistency for all phrases and the Cornbach's values is 0.80, which has high stability. So,

we can say that the standards adopted by the study to measure the second axis (the relationship between pricing and the improvement of marketing performance) has internal stability for their words, so we can rely on these answer to analyze the results.

The Third Axis: the Relationship between the Distribution of Services &improvement of Marketing Performance:

**Table 4.11
Cornbach’s Test to Measure the Result of the third Axis**

Phrases	Cornbach’s Alpha
1- The Number of the company’s offices covers all the geographic areas.	0.84
2- The availability of the company's offices encourages customers to request services from them.	0.84
3- The customers prefer to deal directly with the company's offices than to purchase the services from other distribution outlets offices.	0.83
4- The presence of one distribution office in a specific geographic area leads to improvement of the quality of services.	0.84
5- The existence of multiple offices in each geographic area leads to an accumulation of customers in a single office.	0.84
6- The presence of multiple offices for distribution of multiple services of the company leads to customer satisfaction.	0.85
7- The customer prefers to deal with the offices of the company services easy access.	0.83
8- The customer prefers to deal with the offices of the company’s services to the presence of special privileges.	0.84
9- The customer prefers to deal with various shopping centers.	0.84
10- The customer prefers to deal with agents selling services of the company.	0.83
11- The total customers satisfied with the level of distribution of the company’s services through their offices.	0.83

Source: Prepared by the researcher of the results of the statistical analysis, 2015

From the table 4.11, the results of reliability tests that Cornbach's value for all phrases of the third axis is greater than 60% and dealing with these values, the availability of a very high degree of internal consistency for all phrases. Cornbach's values are 0.85, which has high stability. So, we can say that the standards adopted by the study to measure the third axis (the relationship between the distribution of services and improvement of marketing performance) has internal stability for their words, so we can rely on these answers to analyze the results.

The Forth Axis: the Relationship between the Promotion and Improvement of Marketing Performance:

Table 4.12

Cornbach's Test to Measure the Results of the Fourth Axis

Phrases	Cornbach's Alpha
1- The customer recognizes the company's services through advertising.	0.84
2- The customer recognizes the company's services by parents, friends and relatives.	0.84
3- The customer recognizes the company's services through contests and social programs sponsored by.	0.83
4- The customer recognizes the company's services through gifts and free offers.	0.84
5- Effective advertising motivate the customer to deal with the company.	0.84
6- The consumption of the customer of the company's services is not affected by the promotional offers of new services.	0.85
7- The advertising of the company's services is enough and provide all the information needed by the customers.	0.83
8- The consumption of the customer of the customer increases whenever the company introduces a new advertisement.	0.84

9- The number of the customers increases whenever the company increases the number of its advertisement.	0.84
10- The numbers of the customers decrease whenever the company doesn't put up promotional advertisement each time period.	0.83
11- The advertising and promotional activities provide advantages the customer doesn't know.	0.84
12- The customer uses the company's services because he has no substitute.	0.85
Total phrases	0.85

Source: Prepared by the researcher of the results of the statistical analysis, 2015

From the table 4.12, the results of reliability tests that cornbach,s values for all phrases of the fourth axis is greater than 60% and dealing with these values, the availability of a very high degree of internal consistency for al phrases. Cornbach's values are 0.85, which has high stability. So, we can say that standards adopted by the study to measure the fourth axis (the relationship between the promotion and improvement of marketing performance) has internal stability for their words, so we can rely on these answer toanalyse the results.

The fifth Axis: The Relationship between the Presence of Definite Marketing Objectives and Improvement of Marketing Performance:

Table 4.13

Cornbach's Test to Measure the Result of the fifth Axis

Phrases	Cornbach's Alpha
1- Availability of services provided by the company.	0.87
2- Continuity of services provided by the company.	0.88
3- Maintenance work & repair the damages and strengthen network on a regular basis to ensure the continuity of services.	0.87

4- High response of employees and engineers to provide services to customers.	0.88
5- When a problem occurs, they deal with it quickly and efficiently.	0.88
6- Answer the phone when reporting any problem quickly.	0.89
7- The company has clear policy towards customer satisfaction.	0.88
8- The company focuses on providing continuous high – quality services.	0.89
9- The company focuses on the efficiency of workers to provide services to the customer.	0.88
10- The company focuses on the good treatment of employees to the customer when providing services to.	0.88
Total phrases	0.89

Source: Prepared by the researcher, 2015

From the table 4.13, the results of reliability tests that Cornbach’s values for all phrases of the fifth axis is greater than 60% and dealing with these values the availability of a very high degree of internal consistency for all phrases and the Cornbach’s values is 0.89, which has high stability. So, we can say the standards adopted by the study to measure the fifth axis (the relationship between the presence of definite marketing objectives & improvement of marketing performance has internal stability for their words, so we can rely on these answers to analyse the results.

The Sixth Axis: the Relationship between the Strategic Marketing and the Customer Satisfaction:

**Table 4.14
Cornbach’s Tests to Measure the Results of the Sixth Axis**

Phrases	Cornbach’s Alpha
1- Full customer’s satisfaction with the quality of services provided by the company.	0.82

2- Full customer's satisfaction with price of services provided by the company.	0.83
3- Full customer's satisfaction with distribution of services provided by the company.	0.82
4- Full customer's satisfaction for the company's advertisements and offers.	0.83
5- Full customer's satisfaction with marketing objectives of the company.	0.82
Total phrases	0.84

Source: Prepared by the researcher, 2015

From table 4.14, the results of reliability tests that Cornbach's values for all phrases of the sixth axis is greater than 60% and dealing with these values, the availability of a very high degree of internal consistency for all phrases. Cornbach's value is 0.84 which has high stability. So, we can say that the standards adopted by the study to measure the sixth axis (the relationship between the strategic marketing and the customer's satisfaction) has internal stability for their words, so we can rely on these answers to achieve the study objectives.

The Seventh Axis: The Relationship between the Strategic Marketing and the Market Share of the Company:

Table 4.15

Cornbach's Tests to Measure the Results of the Seventh Axis

Phrases	Cornbach's Alpha
1- The company's market share affected by the quality of services provided by the company.	0.90
2- The company's market share affected by the prices of services provided by the company.	0.91

3- The company's market share affected by the diversity of channels of distribution of services provided by the company.	0.92
4- The company's market share affected by increasing promotion of services provided by the company.	0.91
5- The company's market share increases whenever the marketing missions are well defined.	0.90
Total phrases	0.93

Source: Prepared by the researcher, 2015

From table 4.15, the results of reliability tests that Cornbach's values for all phrases of the seventh axis is greater than 60% and dealing with these values, the availability of a very high degree of internal consistency for all phrases. So, we can say that the standards adopted by the study to measure the seventh axis (the relationship between the strategic marketing and the market share of the company) has internal stability for their words, so we can rely on these answers to achieve the objectives of the study.

4.5: Analytical Statistics Tools used in the Study:

To analyze the results and to test the hypotheses of the study, the researcher used the following tools:

a) Reliability Test for the questions of the questionnaire by using:

- (i) Virtual Honesty Test: to ensure that the phrases are measure specific meaning exactly based on the response of the sample of the study.
- (ii) Cornbach's Alpha: it was used to measure the internal Stability for the phrases of the questionnaire.

b) Natural Distribution Test: (Kolmejrov Test): it was used to measure whether the phrases follow natural distribution or not.

It is a necessary test to choose the suitable test for the hypotheses of the study.

c) Descriptive Statistics Methods: to describe the characters of the sample of the study using the following tools:-

- (i) Frequency Distribution for the Phrases of the Questionnaire: to recognize the frequency distribution for the result of the sample.
- (ii) The Weighted Mean: it is used to describe the opinions of the sample about the hypotheses of the study as it is one of the measures of central tendency.
- (iii) Standard Deviation: it is used to measure the dispersion in the result to the arithmetic mean.

d) Chi – Square Tests: it used to test the significance of the stated hypotheses at the level 5% which means that if the value of Chi – Square is less than 5% the phrase would be positive & if the Chi – Square is greater than 5% the phrase would be negative.

Part (B):

This part includes the analysis of the basic data for the study to discuss the hypotheses according to the following steps:

1- Relative frequency Distribution for the answers for phrases of the Questionnaire:

This step is done through summary of the data in tables to illustrate every factor in figures and percentages for the phrases of the study.

2- Analytical Statistics for the phrases of the Study: it is done through estimation of the Mean Deviation and Standard Deviation for all axis of the study to show the direction of the study.

3- Chi – Square Test: it is used to find out statistical relationship between the numbers agree and the number disagrees on the phrases of the questionnaire.

4.B.1: There is a relationship with statistical indicators between the quality of services and improvement of marketing performance.

Firstly: Frequency Distribution for the phrases that measure the relationship between qualities of services and improvement of marketing performance.

Table 4.16
Frequency Distribution for the Phrases of the First Axis

The Phrase	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
1- The customer choose the company after comparing the services of other companies.	22	30.6	40	55.6	1	1.4	9	12.5	0	0
2- The customer compares between the company's services & other competitive companies.	27	37.5	39	54.2	1	1.4	5	6.9	0	0
3- The company offers new services whenever competitive companies provide new services.	21	29.2	34	47.2	6	8.3	11	15.3	0	0
4- The customer's consumption is not affected when competitive companies provide new services.	2	2.8	13	18.1	8	11.1	46	63.9	3	4.2
5- The customer's consumption decrease when the quality of services decreases.	17	23.6	42	58.3	4	5.6	7	9.7	2	2.8
6- The customer's has not any substitute for the services provided by the company.	4	5.6	4	5.6	11	15.3	36	50	17	23.6
7- The existence of rival companies increase the services provided by the company.	30	41.7	36	50	4	5.8	2	2.8	0	0
8- The company improve its services in order to attract more customers.	37	51.4	34	47.2	1	1.4	0	0	0	0
9- The company improves its services in order to maintain their customers.	39	54.2	32	44.4	1	1.4	0	0	0	0
10- The customer's consumption increases when the company improves their quality of services.	2.5	34.7	43	59.7	4	5.6	0	0	0	0
Total Phrases	224	31.4	317	44	41	5.6	116	16	22	3

Source: Prepared by the researcher, 2015

From the table 4.16, we can see as follows:

- 1- The majority of the sample agree that customer chooses the company after comparing the services of other companies where the proportion is 86.2% while the percentage of non – conformists to that 12.5%, and those who did not show specific answers have accounted 1.4% .
- 2- The majority of respondents agree that the customer compares the company's services and other competitive companies where the proportion is 81.7% while the percentage of non – conformists to that 6.9%, and those who did not show specific answer have accounted 1.4%.
- 3- The majority of respondent agree that the company offers new services whenever competitive companies provide new services, where the proportion is 76.4% while the percentage of non – conformists to that 15.3%, and those who did not show specific answers have accounted 8.3%.
- 4- The majority of the sample disagree that the customer's consumption is not affected when competitive companies provide new services where the proportion is 68.1% while the percentage of conformists to that 20.9%, and those who did not show specific answers have accounted 11.1%.
- 5- The majority of respondents agree that the customer's consumption decrease when the quality of the services decrease, where the proportion is 81.9%, while the percentage of non – conformists to that 12.5%, and those who did not show specific answers is 5.6%.
- 6- The majority of respondent disagree that the customer has not any substitute for the services provided by the company, where the proportion is 73.6% while the percentage of non - conformists to that 11.2%, and those who did not show specific answers are accounted 15.3%.

- 7- The majority of respondent agree that the existence of rival companies increase the quality of services provided by the company, where the proportion is 91.7% while the percentage of non – conformists to that is 2.8%, and those who did not show specific answers are accounted 5.8%.
- 8- The majority of respondent agree that the company improve its services in order to attract more customers where the proportion is 98.6%, while the percentage of non – conformists to that 0%, and those who did not show specific answer are accounted 1.4%.
- 9- The majority of respondent agree that the company improve its services in order to maintain their customers, where the proportion is 98.6%, while the percentage of non – conformists to that 0%, and those who did not show specific answers are accounted 1.4%.
- 10- The majority of respondents agree that the customer’s consumption increase when the company improves their quality of services, where the proportion is 93.4%, while the percentage of non – conformist to that 0%, and those who did not show specific answers are accounted 5.6%.
- 11- The majority of the sample agree with all the phrases that measure the relationship between quality of services and improvement of marketing performance while accounted for 75.4%, while the percentage of non – conformists to that 19% and those who did not show specific answers have accounted for 5.6%.

Secondly: Descriptive Statistics for the Phrases of the first axis (the relationship between the quality of services & improvement of marketing performance):

Where we calculate the arithmetic mean and standard deviation for each phrase in the first axis. We compare the arithmetic mean for a phrase with

the middle premise of the study. We approve the phrase if the arithmetic mean is greater than the middle premise of the term (3), and we realized disapproval if the arithmetic mean less than the middle premise. Table 4.17 shows the standard deviation of the phrases and arranges them according to their answers.

Table 4.17

Descriptive statistics for the Phrases of the first Axis

The Phrase	Standard Deviation	Average	Relative	Disagree of Approval	Arrangement
1. The customer chooses the company after comparing the services of other companies.	0.910	4.04	80.8%	Very high	6
2. The customer compares between the company's services & other competitive companies.	0.791	4.22	84.4%	Very high	5
3. The company offers new services whenever competitive companies provide new services.	0.995	3.9%	78%	High	8
4. The customer's consumption is not affected when competitive companies provide new services.	0.934	2.51	50.2%	Medium	9
5. The customer's consumption decrease when the quality of services decreases.	0.966	3.91	78.2%	High	7
6. The customer's has not any substitute for the services provided by the company.	1.06	2.19	43.8%	Low	10
7. The existence of rival companies increase the services provided by the company.	0.704	4.3	86%	Very high	3
8. The company improves its services in	0.530	4.5	90%	Very high	2

order to attract more customers.					
9. The company improves its services in order to maintain their customers.	0.532	4.52	90.4	Very high	1
10. The customer's consumption increases when the company improves their quality of services.	0.567	4.29	85.8%	Very high	4
Total Phrases	0.798	3.84	76.8%	Very high	

Source: Prepared by the researcher, 2015

From the table 4.17, we can recognize the follows:-

- 1- All the statements of the first axis are averaged over the middle premise (3) except the statements four and six.
- 2- The most important phrase is the phrase “the company improve their services in order to maintain their customers”, where the average of respondent's answers is (4.52) with a standard deviation (0.532) and relative importance (90.4%). In second place came the phrase of “the company improve its services in order to attract more customers”, with average (4.5) and a standard deviation (0.53) relative importance (90%).
- 3- The less term of approval is the phrase “the customer has not any substitute for the services provided by the company”, with an average (2.19) and a standard deviation (1.06) and relative importance (43.8%).
- 4- The average of all phrases (3.84) with a standard deviation (0.798) and relative importance (76.8%).

This shows that the majority of respondents agree with a high proportion of all phrases that measure the first axis of the relationship between qualities of service and improvement & marketing performance.

Thirdly: Chi – Square Test (the relationship between quality of services & improvement of marketing performance):-

To test the presence of statistically significant differences between the number of approvers, neutrals, and non – approvers to the results of the above test was used (Chi – Squared) to denote the differences. The following table illustrates phrases that measure the axis of the relationship between the quality of services & improvement of marketing performance.

Table 4.18
Chi – Square Test for the Significance of the Difference Phrases of the first Axis

The Phrase	Value of Chi Squared	Degree of Freedom	Tabular value	Moral level	Significance level
1. The customer choose the company after comparing the services of other companies.	48.3	3	12.84	00.0	Acceptance
2. The customer compares between the company's services & other competitive companies.	54.4	3	12.84	00.0	Acceptance
3. The company offers new services whenever competitive companies provide new services.	25.4	3	12.84	00.0	Acceptance
4. The customer's consumption is not affected when competitive companies provide new services.	92.02	4	14.89	00.0	Acceptance
5. The customer's consumption decrease when the quality of services decreases.	75.3	4	14.89	00.0	Acceptance
6. The customer's has not any substitute for the services provided by the company.	48.6	4	14.89	00.0	Acceptance
7. The existence of rival companies	51.1	3	12.89	00.0	Acceptance

increase the services provided by the company.					
8. The company improve its services in order to attract more customers.	33.2	3	12.89	00.0	Acceptance
9. The company improves its services in order to maintain their customers.	34.08	3	12.89	00.0	Acceptance
10. The customer's consumption increases when the company improves their quality of services.	31.7	3	12.89	00.0	Acceptance
Total Phrases	49.4	4	14.89	00.0	Acceptance

Source: Prepared by the researcher, 2015

From the table 4.18, we can recognize the following:-

1. The Chi – Squared value for the first phrase (48.3) is greater than Tabular value (12.84). Thus, it indicates that there are significant differences between the averages of the phrase (4.04) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the customer choose the company after comparing the services of other companies).
2. The Chi – Squared value for the second phrase (54.4) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.22) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the customer compares between the company's services of competitive other companies).
3. The Chi – Squared value for the third phrase (25.4) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (3.90) and central premise of the study (3) and in favor high degree of approvers on the phrase (the company offers new services whenever competitive companies provide new services).

4. The Chi – Squared value for the fourth phrase (92.02) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (2.51) and central premise of the study (3) and in favor moderate of approvers on the phrase (the customer’s consumption is not affected when competitive companies provide new services).
5. The Chi – Squared value for the fifth phrase (75.3) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (2.51) and central premise of the study (3) and in favor high degree of approvers on the phrase (the customer’s consumption decrease when the quality of services decrease).
6. The Chi – Squared value for the sixth phrase (48.6) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (2.19) and central premise of the study (3) and in favor Low degree of approvers on the phrase (the customer has not any substitute for the services provided by the company).
7. The Chi – Squared value for the seventh phrase (51.1) is greater than the Tabular value (12.89). Thus, it indicates that there are significant differences between the average of the phrase (4.30) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the existence of rival companies increase the quality of services provided by the company).
8. The Chi – Squared value for the eighth phrase (33.2) is greater than the Tabular value (12.89). Thus, it indicates that there are significant differences between the average of the phrase (4.50) and central premise of the study (3) and in favor very high degree of approvers on

the phrase (the company improve it services in order to attract more customers).

9. The Chi – Squared value for the ninth phrase (34.08) is greater than the Tabular value (12.89). Thus, it indicates that there are significant differences between the average of the phrase (4.52) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the company improve its services in order to main its customers).
10. The Chi – Squared value for the tenth phrase (31.7) is greater than the Tabular value (12.89). Thus, it indicates that there are significant differences between the average of the phrase (4.29) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the customer’s consumption increase when the company improve their quality the services).
11. We conclude that the first hypothesis of the study, which stipulates: (there is a relationship with statistical indicators between the quality of services and improvement of marketing performance) is an acceptable hypothesis of all phrases except: The customer has not any substitute for the services provided by company.

4.B.2: there is relationship with statistical indicator between pricing and improvement of the marketing performance.

Firstly: Frequency Distribution for the phrases that measure the relationship between pricing and improvement of marketing performance.

Table 4.19**Frequency Distribution for the phrases of the Second Axis**

The Phrase	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
1. The prices of the services offered by the company are reasonable.	29	40.3	38	52.8	4	5.6	1	1.4	0	0
2. The consumption of the customers for the services provided by the company is fixed per month	1	2.8	32	44.4	8	11.1	27	37.5	3	4.2
3. The consumption varies with changes in price	16	22.2	43	59.7	4	5.6	7	9.7	2	2.8
4. The consumption of the services decreases whenever the price increases.	12	16.7	30	41.7	15	20.08	15	20.08	0	0
5. The consumption of the services changes in definite time in a year (holidays– announcement of exam results – social events...).	43	59.7	28	38.9	1	1.4	0	0	0	0
6. The policy of changing tariffs for the services focuses on satisfying the largest	16	22.2	42	58.3	9	12.5	5	6.9	0	0

numbers of customers.										
7. Every customer benefits from changing tariffs policy.	13	18.1	22	30.6	10	13.9	26	36.1	1	1.4
8. The changing tariffs policy contributes in increasing of the customers' consumption.	8	11.1	42	58.3	16	22.2	6	8.6	0	0
9. The changing tariffs policy focuses on low income customers	5	6.9	25	34.7	21	29.2	20	27.8	1	1.4
10. Diversity of ways to buy the services to fit each client.	21	29.2	45	62.7	3	4.2	3	4.2	0	0
Total Phrases	165	22.9	347	48.2	91	12.6	110	15.3	7	1

Source: Prepared by the researcher, 2015

From the table 4.19, we can find the following:

1. The majority of the sample agree that the price of services offered by the company are reasonable, where the proportion is (93.1%) while the percentage of non – conformists to that (1.4%) and those who did not show specific answers have accounted(5.6%).
2. The majority of the respondents agree that the consumption of services is fixed per month, where the proportion is (47.2%) while the percentage of non – conformists to that (41.7%) and those who did not show specific answers have accounted (11.1%).
3. The majority of the respondents agree that the consumption varies with changes in prices, where the proportion is (81.9%) while the percentage of non – conformists to that (12.5%) and those who did not show specific answers have accounted (5.6%).
4. The majority of the respondents agree that the consumption of the services changes in definite time in a year (holidays - announcement of exam results – seasons change- social events), where the portion was 98.6%, while the percentage of non- conformists to 0%, and those who did not show specific answers have accounted 1.4%.
5. The majority of respondents agree that the consumption of services decreases whenever the price increases where the proportion is 58.4%, while the percentage of non- conformist to that 20.8%, and those who did not show specific answers have accounted 20.8%
6. The majority of respondents agree that the policy of changing tariffs for the service focuses on satisfying the largest number of customers where the proportion is 80.5%, while the percentage of non – conformists to that 6.9%, and those who did not show specific answers have accounted 12.5%.
7. The majority of respondents agree that every customer benefits from changing tariffs policy where the proportion is 48.7%, while the

percentage of non – conformists to that 37.5%, and those who did not show specific answers have accounted 13.9%.

8. The majority of respondents agree that the changing tariffs policy contribute in increasing the customers consumption where the proportion is 69.4%, while the percentage of non – conformists to that 8.3%, and those who did not show specific answers have accounted 22.2%.
9. The majority of respondents agree that the changing tariffs policy focuses on low income customers where the proportion 41.6%, the percentage of non- conformists to that 29.2%, and those who did not show specific answers have accounted 29.2%.
10. The majority of respondents agree that the diversity ways to buy the services fit each client where the proportion is 91.7%, while the percentage of non- conformists to that 4.2%, and those who did not show specific answers have accounted 4.2%.
11. The majority of the sample agree with all the phrases that measure the relationship between prices of the services and improvement of marketing performance which accounted for 71.1%, the percentage of non- conformists to that 16.3%, and those who did not show specific answers were accounted for 12.6%

Secondly: Descriptive Statistics for the Phrases of the second axis (the relationship between the prices of the services & improvement of the marketing performance):

Table 4.20**Descriptive Statistics for the phrases of the Second Axis**

The phrases	Standard Deviation	Average	Relative	Degree of Approval	Arrangement
1. The prices of the services offered by the company are reasonable.	0.646	4.32	86.41.	Very high	2
2. The consumption of the customers for the services provided by the company is fixed per month	1.05	3.04	60.8%	Medium	10
3. The consumption varies with changes in price	0.957	3.89	77.8%	High	5
4. The consumption of the services decreases whenever the price increases.	1.01	3.54	70.8%	High	7
5. The consumption of the services changes in definite time in a year (holidays– announcement of exam results – social events...).	0.524	4.58	91.6%	Very high	1
6. The policy of changing tariffs for the services focuses on satisfying the largest numbers of customers.	0.795	3.96	79.25%	High	4
7. Every customer benefits from changing tariffs policy.	1.17	3.24	64.8%	Medium	8
8. The changing tariffs policy contributes in increasing of the customers' consumption.	0.773	3.72	74.4%	High	6
9. The changing tariffs policy focuses on low income customers.	0.968	3.18	63.6%	Medium	9
10. Diversity of ways to buy the services to fit each client.	0.744	4.15	83%	Very high	3
Total Phrases	0.863	3.76	75.2%	High	

Source: Prepared by the researcher, 2015

From the table 4.20, we can recognize the following:-

1. All phrases which reflect the axis (the relationship between pricing and improvement of marketing performance their average is greater than the central premise (3) & this result indicates the approval the sample at all phrases that measure the relationship between pricing & improvement of marketing performance .
2. The most important phrase is the phrase “the consumption of the services changes in definite time in a year (holidays – seasons changes – social events- announcement of the exam results....)” where the average of respondents’ answers is (4.58) with standard deviation (0.524) and relative importance (91.6%) In second place came the phrase “the prices of the services are reasonable,” with average (4.32) and standard deviation (0.646) and relative importance (86.4%).
3. The less term of approval is the phrase “The consumption of the customers is fixed per month “, with an (3.04) and a standard deviation (1.05) and relative importance (60.8%).
4. The average of all phrases (3.76) with a standard deviation (0.863) and relative importance (75.2%). The shows that the majority of the respondents agree with a high proportion at all phrases that measure the second axis.

Thirdly: Chi – Squared Test (the relationship between the pricing & improvement of the marketing performance):

Table 4.21

Chi – Square Test for the Significance Of the Significance of the Differences of the Second Axis

The phrases	Chi-Square Value	Degree of freedom	Tabular Value	Moral Level	Significance Level
1. The prices of the services offered by the company are reasonable.	55.8	3	12.84	0.00	Acceptance
2. The consumption of the customers for the services provided by the company is fixed per month	55.08	4	12.84	0.00	Acceptance
3. The consumption varies with changes in price	78.9	4	14.89	0.00	Acceptance
4. The consumption of the services decreases whenever the price increases.	11.0	3	12.84	0.012	Acceptance
5. The consumption of the services changes in definite time in a year (holidays– announcement of exam results – social events...).	37.7	3	12.84	0.00	Acceptance
6. The policy of changing tariffs for the services focuses on satisfying the largest numbers of customers.	46.1	3	12.84	0.00	Acceptance
7. Every customer benefits from changing tariffs policy.	27.3	4	14.89	0.00	Acceptance
8. The changing tariffs policy contributes in increasing of the customers' consumption.	45.7	3	12.84	0.00	Acceptance
9. The changing tariffs policy focuses on low income customers.	31.6	3	14.89	0.00	Acceptance
10. Diversity of ways to buy the services to fit each client.	100.23	3	12.84	0.00	Acceptance
Total Phrases	48.9	4	14.89	0.00	Acceptance

Source: Prepared by researcher, 2015

From the table 4.21, we can see the following:

1. The chi- Squared value for the first phrase (55.8) is greater than the tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.32) and central premise of the study (3) and in favor very high degree of approvers on the phrase (The prices of the services provided by the company is reasonable).
2. The Chi- Squared value for second phrase (55.08) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of phrase (3.04) and central premise and in favor moderate degree of approvers on the phrase (The consumption of the customers for the services provided by the company is fixed per month).
3. The Chi- Squared value for the third phrase (78.9) is greater than Tabular value (14.89). Thus, it indicates there are significant differences between the average of the phrase (3.89) and central premise (3) of the study and in favor very high degree of approvers on the phrase (The consumption varies with changes in price).
4. The Chi- Square value for the fourth (11.0) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.58) and central premise (3) of the study and in favor very high degree of approvers on the phrase (The consumption of the services decreases whenever the price increases).
5. The Chi- Squared value for the fifth phrase (46.1) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (3.96) and central premise (3) of the study and in favor high degree of approvers on the phrase (The consumption of the services changes in definite time in a year (holidays – social events - announcement of the exam results...)).

6. The Chi- Squared value for the sixth phrase (27.3) is greater than the Tabular value (12.84). Thus, it indicates there are significant differences between the average of the phrase (3.28) and central premise (3) of the study and in favor moderate degree of approvers on the phrase (The policy of changing tariffs focuses on satisfying the largest number of customers).
7. The Chi Squared value for the seventh phrases (27.3) is greater than the Tabular value (14.89) Thus, it indicates that there are significant differences between the average of the phrase (3.28) and central premise (3) of the study and in favor moderate degree of approvers on the phrase (Every customer benefits from changing tariffs policy).
8. The Chi- Squared value of the eighth phrase (45.7) is greater than Tabular value (12.84). Thus, it indices that there are significant differences between the average of the phrase (3.72) and central premise of the study (3) and favor high degree of approvers on the phrase (The changing tariffs policy contribute in increasing the customers' consumption) .
9. The Chi- Squared value of the ninth phrase (31.6) is greater than the Tabular value (14.89). Thus it indicates that there are significant differences between the average of the phrase (3.18) and central premise of the study and in favor moderate degree of approvers on phrase (The changing tariffs policy focuses on low income customers).
- 10.The Chi- Squared value for the tenth phrase (100.2) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.15) and central premise of study (3) in favor very high degree of on the phrase (Diversity ways to buy the services to fit each client).
- 11.The Chi- Squared value for all phrases is (48.9) is greater than the Tabular value (14.89). Thus, it indicates that there are significant

differences between the average of the phrases (3.76) and central premise and in favor high degree of approvers on all phrases.

We conclude that the second hypothesis of the study, which stipulates: (There is a relationship with statistical indicator between pricing of services and improvement of marketing performance) is an acceptable hypothesis on all phrases.

4.B.3: There is a relationship with statistical indicator between the diversity of distribution channels and improvement of the marketing performance.

Firstly: Frequency Distribution for the phrase that measure the relationship between channels of distribution & improvement of marketing performance

Table 4.22

Frequency Distribution for the phrases of the Third Axis

The Phrase	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
1. The number of the company's offices covers all the geographic area.	15	20.8	38	52.8	2	2.8	13	18.1	4	5.6
2. The availability of the company's offices encourage customers to request services from them.	25	34.7	38	52.8	2	2.8	4	5.6	3	4.2
3. The customers prefer to deal directly with the company's offices than to purchase the services from other distribution outlets offices.	14	19.4	30	41.7	18	25	5	6.9	5	6.9
4. The presence of one distribution office in a specific geographic area leads to improvement of the quality of services.	15	20.8	31	43.1	3	4.2	21	29.2	2	2.8
5. The existence of multiple offices in each geographic area leads to accumulation of customers in a single office	28	38.9	38	52.8	2	2.8	1	1.4	3	4.2

6. The presence of multiple offices for distribution of multiple service of company leads to customer's satisfaction	32	44.4	32	44.4	5	6.9	3	4.2	0	0
7. The customer prefers to deal with the offices of the company's services for easy access	26	36.1	33	45.8	8	11.1	2	2.8	3	4.2
8. The customer prefers to deal with the offices of the Company's services to the presence of special Privileges.	10	13.9	27	37.5	20	27.8	11	15.3	4	5.6
9. The customers prefer to deal with various shopping centers.	5	6.9	31	43.1	27	37.5	6	8.3	3	4.2
10. The customers prefer to deal with agents selling the services of the Company.	9	12.5	23	31.9	22	30.6	15	20.8	0	0
11. The total customer satisfied with the level of distribution of the company's services through their Offices.	6	8.3	36	50	14	19.4	12	16.7	5	5.6
Total Phrases	185	23.4	357	45	123	15.5	93	11.2	31	4.9

Source: Prepared by the researcher, 2015

From the table 4.22, we can see the following:

1. The majority of the sample agree that the number of the company's offices cover all the geographic areas which accounted for 73.6%, while the percentage of non-conformists to that 23.7%, and those who did not show specific answers were accounted for 2.8%.
2. The majority of respondents agree that the availability of the company's offices encourage customers to request services from them which accounted for 87.5%, while the percentage of non-conformists on it (9.8%), and those who did not show specific answers (2.8%).
3. The majority of respondents agree that the customer prefers to deal directly with company's offices than to purchase the services from other distribution outlets office where the proportion were (61.1%), while the percentage of non-conformists to that (13.8%), and those who did not show specific answers (25%).
4. The majority of respondents agree that the existence of one distribution office in a specific geographic area leads to improvement of the quality of service where the proportion were (63.9%), while the percentage of non-conformists to that (32%), and those who did not show specific answers (4.1%).
5. Majority of respondents agree that the existence of multiple offices in each geographic area leads to an accumulation of customers in a single office which accounted for (91.7%), while the percentage of non-conformists to that (5.6%), and those who did not show specific answers were accounted for (2.8%).
6. The majority of respondents agree that the presence of multiple offices for distribution of multiple services of the company leads to customer satisfaction where the proportion were (88.8%), while the percentage of non-conformists to that (4.2%), and those who did not show specific answers were accounted for (6.9%).

7. The majority of respondents agree that the customer prefers to deal with the offices of the company's services easy access where proportion where (81.9%) while the percentage of non-conformists to that (7%), and those who did not show specific answers were (11.1).
8. The majority of respondents agree that the customer prefers to deal with the offices of the company's services to the presence of special privileges where they accounted (51.4%), while the percentage of non-conformists to that (20.9%), and those who did not show specific answers were accounted for (27.8%).
9. The majority of respondents agree that the customer prefers to deal, with various shopping centers where they accounted (50%), while the percentage of non-conformists to that (12.5%), and those who did not show specific answers were accounted for (37.5%).
10. The majority respondents agree that the customer prefers to deal with agents selling the services of the company where the proportion were (44.4%), while the percentage of non-conformists to that (20.8%), and those who did not show specific answers were accounted for (30.6%).
11. The majority of respondents agree that the total customers satisfies with the level of distribution of the company's services through their offices where the proportion were (58.3%), while the percentage of non-conformists to that (22.3%), and those who did not show specific answers were accounted for (19.4%).
12. The majority the sample agree with all phrases that measure the relationship between the distribution of service and improvement of the marketing performance which accounted for (68.4%), while the percentage of non-conformists to that (15.1%), and those who did not show specific answers were accounted for (16.6%).

Secondly: Descriptive Statistics for the phrases of the third axis (the relationship between the distribution of services & improvement of marketing performance):-

Table 4.23

Descriptive statistics for the Phrases of the Third Axis

The Phrases	Standard Deviation	Average	Relative	Degree of Approval	Arrangement
1. The number of the company's offices covers all the geographic area.	1.04	3.76	75.2%	High	5
2. The availability of the company's offices encourage customers to request services from them.	0.764	4.22	84.4%	Very high	3
3. The customers prefer to deal directly with the company's offices than to purchase the services from other distribution outlets offices.	0.971	3.71	74.2%	High	6
4. The presence of one distribution office in a specific geographic area leads to improvement of the quality of services.	1.18	3.43	68.65%	Medium	10
5. The existence of multiple offices in each geographic area leads to accumulation of customers in a single office	0.678	4.33	86.6%	Very high	2
6. The presence of multiple offices for distribution of multiple service of company leads to customer's satisfaction	0.623	4.39	87.8%	Very high	1
7. The customer prefers to deal with the offices of the company's services for easy access	0.758	4.20	84%	Very high	4
8. The customer prefers to deal with the offices of the company's services to	0.979	3.49	69.8%	Medium	8

the presence of special Privileges.					
9. The customers Prefer of deal with various shopping centers.	0.759	3.50	70%	High	7
10. The customers prefer to deal with agents selling the services of the Company.	0.971	3.38	67.6%	Medium	11
11. The total customer satisfied with the level of distribution of the company's services though their Offices.	0.933	3.48	69.6%	Medium	9
Total Phrases	0.887	3.80	76%	high	

Source: Prepared by researcher, 2015

From the table 4.23, we can recognize the following:-

1. All the statements of the third axis are averaged over the central premise (3) & this result indicates the agreement of respondents at all phrases that measure the distribution of services with improvement of marketing performance.
2. The important phrase is the phrase "the presence of multiple offices for distribution of multiple services of the company leads to customer satisfaction" where the average of the respondent, answers is (4.39) with standard deviation (0.623) & relative importance (87.8%). In the second place came the phrase of "the existence of multiple offices in each geographic area leads to an accumulation of customers in a single office", with average (4.33), standard deviation (0.971), and relative importance (86.6%).
3. The less term of approval is the phrase "the customers prefers to deal with agents selling the services of the company", with an average (3.38), standard deviation (0.971) and relative importance (67.6%).
4. The average of all phrases (3.80), standard deviation (0.887) relative importance (76%). This result indicates that the majority of sample agrees with high proportion of all phrases that measure the third axis.

Thirdly: Chi-Squared Test (the relationship between the distribution of services and improvement of marketing performance).

Table 4.24
Chi- Squared Test for the Significance of the Significance of the Differences phrases of the Third Axis

The Phrases	Chi-squared value	Degree of Freedom	Tabular value	Moral level	Significance level
1. The number of the company's offices covers all the geographic area.	64.5	4	14.89	0.00	Acceptance
2. The availability of the company's offices encourages customers to request services from them.	52.1	4	14.89	0.00	Acceptance
3. The customers prefer to deal directly with the company's offices than to purchase the services from other distribution outlets offices.	36	4	14.89	0.00	Acceptance
4. The presence of one distribution office in a specific geographic area leads to improvement of the quality of services.	43.9	4	14.89	0.00	Acceptance
5. The existence of multiple offices in each geographic area leads to accumulation of customers in a single office	60.4	4	14.89	0.00	Acceptance
6. The presence of multiple offices for distribution of multiple service of company leads to customer's satisfaction	21.1	3	12.84	0.00	Acceptance
7. The customer prefers to deal with the offices of the company's services for easy access	37.2	4	14.84	0.00	Acceptance
8. The customer prefers to deal with	28.8	4	14.84	0.006	Acceptance

the offices of the company's services to the presence of special Privileges.					
9. The customers Prefer of deal with various shopping centers.	32.5	4	14.84	0.00	Acceptance
10. The customers prefer to deal with agents selling the services of the Company.	7.46	3	12.84	0.058	Rejected
11. The total customer satisfied with the level of distribution of the company's services though their Offices.	52.2	4	14.89	0.00	Acceptance
Total phrases	39.6	4	14.89	0.00	Acceptance

Source: Prepared by the researcher, 2015

From the table 4.24, we can recognize the following:-

1. The Chi –squared value for the first phrase (64.5) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (3.76) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the number of company's offices cover all the geographic areas).
2. The Chi- squared value for the second phrase (52.1) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (4.22) and central premise (3) and in favor very high degree of approvers on the phrase (the availability of the company's offices encourage customers to request serves from them).
3. The Chi- squared value for the third phrase (36) is greater than the Tabular (14.89). Thus, it indicates that there are significant between the average of the phrase (3) and in favor high degree of approvers on

the phrase (The customer prefers to deal directly with the company's offices than to purchase the from other distribution outlets offices).

4. The Chi-squared value for the fourth phrase (43.9) is greater than the Tabular (14.89). Thus, It indicates that there are significant differences between the average of the phrase (3.43) and central premise (3) and in favor very high degree of approvers on the phrase (The presence of one distribution office in a specific geographic area leads to improvement of the quality of services).
5. The Chi- squared value for the fifth phrase (60.4) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the averages the phrase (4.33) and central premise (3) and in favor very high degree of approvers on the phrase (The existence of multiple offices in each geographic area leads to an accumulation of customers in a single office).
6. The Chi- squared value for the sixth phrase (21.1) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.39) and central premise (3) and favor very high degree of approvers on the phrase (The presence of multiple offices for distribution of multiple services of the company leads to customer satisfaction).
7. The Chi-squared value for the seventh phrase (37.2) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (4.2) and central premise (3) and in favor very high degree of approvers on the phrase (The customer prefers to deal with the office of the company's services for easy access).
8. The Chi-squared value for the eighth phrase (28.8) is greater than Tabular value (14.89). The, it indicates that there are significant differences between the average of the phrase (3.49) and premise (3)

and in favor moderate degree of approvers on the phrase (The customer prefers to deal with the offices of company's services to the presence of special privileges).

9. The Chi-squared value of the ninth phrase (32.5) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of phrase (3.5) and central premise (3) and in favor high degree of approvers on the phrase (The customer prefers to deal with various shopping centers).
10. The Chi-squared value of tenth phrase (7.46) is than the Tabular value (12.84). Thus it refers to lack of statistically significant differences between the average of the phrase (3.38) and central premise (3) on the phrase (The customer prefers to deal with agents selling the services of the company).
11. The Chi-squared value of eleventh phrase (52.2) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (3.91) and central premise (3) and in favor of moderate degree of approvers on the phrase (The total customer satisfied with the level of distribution of the company's services through their offices).
12. The Chi-squared value for all phrases of the third axis (39.6) is greater than Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrases (3.91) and central premise (3) and in favor high degree of approvers on all phrases.

We conclude that the third hypothesis of the study, which stipulates: (There is a relationship with statistical indicator between variety of distribution channels services and improvement of marketing performance. is an acceptable hypothesis on all phrases.

4.B.4: There is a relationship with statistical indicator between the promotion and improvement of the marketing performance .

Firstly:Frequency Distribution for the phrases that measure the relationship between promotion and improvement of marketing performance

Table 4.25

Frequency Distribution for the phrases of the fourth Axis.

The Phrase	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
1.The customer recognizes the company's services through advertising	19	26.4	46	63.9	4	5.6	3	4.2	0	0
2.The customer recognizes the company services by parents, friends and relatives	12	16.7	51	70.8	4	5.6	2	2.8	3	4.2
3. The customer recognizes the company services through contests and social programs sponsored by.	5	6.5	48	66.7	8	11.1	8	11.1	0	0
4.The customer recognizes the company's service through gifts and free offers.	9	12.5	51	70.8	3	4.2	6	8.3	3	4.2
5.Effective advertising motivate the customer to deal with the company	29	40.3	39	54.2	1	1.4	3	4.2	0	0
6.The customers' consumption of the company's services is not affected by the promotional offers of new service	1	1.4	11	15.3	18	25	31	43.1	11	15.3

7. The advertising of the company's services is enough and provide all the information needed by the customers.	3	4.2	28	38.9	9	12.5	27	37.5	5	6.9
8. The consumption of the customer increases whenever the company introduce a new advertisement	3	4.2	34	47.2	16	22.2	16	22.2	3	4.2
9. The number of the customers increase whenever the company increases the number of its advertisements.	6	8.3	25	34.7	22	22.2	22	30.6	3	4.2
10. The number of the customers decrease whenever the company doesn't put up promotional advertisement each time period.	2	2.8	27	37.5	17	23.6	22	30.6	4	5.6
11. The advertising promotional activities provide advantages the customer doesn't know	8	11.1	51	70.8	6	8.3	4	5.6	3	4.2
12. The customer uses the company's services because he/she/has no substitute	0	0	2	2.8	9	12.5	52	72.2	9	12.5
Total phrases	97	11.2	413	47.8	111	12.8	196	22.9	44	5.3

Source: Prepared by the researcher, 2015.

From the table 4.25, we can see the following:-

1. The majority of the sample agree that the customer recognizes the company's services through advertising where the proportion were (90.3%) while the percentage of non-conformists to that (4.2%), and those who did not show specific answers were accounted (5.6%) .
2. The majority of the respondents agree that the customers recognize the company's services by parents, friends and relatives where the proportion were (87.5%) while the percentage of non- conformists to that (7%) and those who did not show specific answers accounted (5.6%).
3. The majority respondent agree that the customers recognize the company's services through contest and social programs sponsored by where the proportion were (73.6%) while the percentage of the non-conformists to that (11.2%) and those who did not show specific answers were accounted (11.2%).
4. The majority of the respondents agree that the customer recognizes the company's services through gifts and free offers where the proportion were the proportion were (83.3%) while the percentage of non-conformists to that (12.5%) and those whose who did not show specific answers were accounted (4.2%).
5. The majority of respondents agree that effective advertising motivate the customers to deal with the company where the proportion, were (94.5%) while the percentage of non-conformists to that (4.2%) and those who did not show specific answers were accounted (1.4%)
6. The majority of respondent do not that the consumption of the customers' is not affected by the promotional offers of new services where the proportion were (58.4%) while the proportion of conformists to that (16.7%) and those who did not show specific were accounted (25%).

7. The majority of respondent do not agree that the advertising of the company's services is enough and provide all the information needed by the customers where the proportion were (44.4%) while the percentage of conformists to that (43.1%) and those who did not show specific answers were (12.5%)
8. The majority of respondent agree that the consumption of the customer increases whenever the company introduces a new advertisement where the proportion where (51.4%) while the percentage of non-conformists to that (26.4%) and those who did not show specific answers were (22.2%).
9. The majority of respondent agree that the number of customer increase whenever the company increases the number of advertisement where the proportion were (42%) while the percentage of non-conformists to that (34.8%) and those who did not show specific answers were (22.2%).
10. The majority of respondents agree that the number of the customers decrease whenever the company doesn't put up promotional advertisements each time period where the proportion where (40.3%) and the percentage of non-conformists to that (36.2%) and those who did not show specific answers (23.6%).
11. The majority of respondents agree the advertising and promotional activities provide advantages the customer doesn't know, where the proportion were (81.9%), while the percentage of non-conformists to that (9.8%) and those who did not show specific answers were (8.3%).
12. The majority of respondents disagree that the customer uses the company's services because he/ she/ has no substitute, where the proportion where (84.7%) and the percentage of conformists to that (2.8%) and those who did not show specific answers were (12.5%).

13. The majority of the sample agree with all the phrases that measure the relationship between promotion of the services and improvement of marketing performance which accounted for (59%), while the percentage of non-conformists to that (28.2%) and those who did not show specific answers (12.8%).

Secondly: Descriptive statistics for the phrases of the fourth Axis (the relationship between the promotion & improvement of the marketing.

Table 4.26
Descriptive statistics for the phrases of the fourth axis

The Phrase	Standard Deviation	Average	Relative	Degree of Approval	Arrangement
1. The customer recognizes the company's services through advertising	0.538	4.22	84.4%	Very high	2
2. The customer recognizes the company services by parents, friends and relatives	0.591	4.06	81.2%	Very high	3
3. The customer recognizes the company services through contests and social programs sponsored by.	0.764	3.72	74.4%	High	6
4. The customer recognizes the company's service through gifts and free offers.	0.722	3.91	78.2%	High	4
5. Effective advertising motivate the customer to deal with the company	0.574	4.39	87.8%	Very high	1
6. The customers' consumption of the company's services is not affected by the promotional offers of new service	0.949	2.5	50%	Medium	11
7. The advertising of the company's services is enough and provide all	1.04	3.04	60.8%	Medium	10

the information needed by the customers.					
8. The consumption of the customer increases whenever the company introduce a new advertisement	0.888	3.35	67%	Medium	7
9. The number of the customers increase whenever the company increases the number of its Advertisements.	0.998	3.22	64.4%	Medium	8
10. The number of The customers decrease whenever the company doesn't put up promotional Advertisement each time period.	0.941	3.1	62%	Medium	9
11. The advertising promotional activities provide advantages the customer doesn't know	0.658	3.91	78.2%	High	5
12. The customer uses the company's services because he/she/has no substitute	0.602	2.05	41%	Low	12
Total phrases	0.772	3.46	69.2%	Medium	

Source: prepared by the researcher, 2015

From the table 4.26, we can recognize the following:-

1. All the phrases which reflect the axis of relationship between the promotion and improvement of marketing performance, their average is greater than the central premise of the study (3) except the phrases six and twelve.
2. The most important phrase is the phrase, "Effective advertising motivate the customer to deal with the company", where the average of respondents' answers were (4.39), standard deviation (0.574) and relative importance (87.8%) In the second place came the phrase, "the customer recognizes the company's services through advertising,"

with average (4.22), standard deviation (0.591) and relative importance (84.4%).

3. The less term of approval is the phrase, “the customer uses the company’s services because he / she has no substitute”, with an average (2.05), standard deviation (0.602), and relative importance (41%).
4. The average of all phrases is (3.46), standard deviation (0.772) and relative importance is (69.2%). This indicates that the majority of the sample agrees with moderate proportion of all phrases that measure the fourth axis.

Thirdly: Chi-squared Test (the relationship between the Promotion & improvement of marketing performance):

Table 4.27
Chi- square Test for the significance of the Differences of the Fourth Axis

The Phrases	Chi-squared value	Degree of Freedom	Tabular value	Moral level	Significance level
1.The customer recognizes the company’s services through advertising	39.3	3	12.84	0.00	Acceptance
2.The customer recognizes the company services by parents, friends and relatives	91.2	3	12.84	0.00	Acceptance
3. The customer recognizes the company services through contests and social programs sponsored by.	73.4	4	14.89	0.00	Acceptance
4.The customer recognizes the company’s service through gifts and free offers.	89.08	3	12.84	0.00	Acceptance
5.Effective advertising motivate the	33.7	4	14.89	0.00	Acceptance

customer to deal with the company					
6.The customers' consumption of the company's services is not affected by the promotional offers of new service	37.5	3	12.84	0.00	Acceptance
7. The advertising of the company's services is enough and provide all the information needed by the customers.	47.4	4	14.89	0.00	Acceptance
8. The consumptionof the customer increases whenever the company introduce a new advertisement	28.2	4	14.89	0.00	Acceptance
9. The number ofthe customers increase wheneverthe company increases the number of its advertisements.	87.5	4	14.89	0.00	Acceptance
10. Thenumber of the customers decrease whenever the company doesn't put up promotional advertisement eachtime period.	40.2	4	14.89	0.00	Acceptance
11.The advertising promotional activities provide advantages the customer doesn't know	88.5	4	14.89	0.00	Acceptance
12. The customer uses the company's services because he/she/has no substitute	12.5	4	14.89	0.00	Rejected
Total phrases	55.6	4	14.89	0.00	Acceptance

Source: Prepared by the researcher, 2015

From the table 4.27, we can notice the following:

1. The Chi- squared value for the first phrase (39.3) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.22) and central premise of the study (3) and in favor very high degree of approvers at the phrase.

2. The Chi- squared value for the second phrase (91.2) is greater than the Tabular value(12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.06) and central premise of the study (3) and in favor very high degree of approvers at the phrase.
3. The Chi- square value the third phrase (73.4)is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of phrase (3.72) and central premise of the study (3) and in favor high degree of approvers at the phrase.
4. The Chi- squared value for the fourth phrase (89.08) is greater than the Tabular value (12.84(. Thus, it indicates that there are significant differences between the average of the phrase (3.91) and central premise (3) and in favor high degree of approvers at the phrase.
5. The Chi squared the value for the fifth phrase (33.7) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.39) and central premise (3) and in favor very high degree of approvers
6. The Chi- squared value of the sixth phrase (37.5) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (2.5) and central premise (3) and in moderate degree of approvers at the phrase.
7. The chi- squared value of the seventh phrase (47.4) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (3.04) and central premise (3) and in favor moderate of approvers at the phrase.
8. The Chi- squared value of the eighth phrase (28.2) is greater the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (3.35) and central

premise of the study (3) in favor moderate degree of approvers at the phrase.

9. The Chi- squared of the ninth phrase (87.5) is less than the Tabular value (14.89). Thus, it significant differences between the average of the phrase (3.22) and central premise (3) and in favor of high degree of approvers at the phrase.
10. The Chi- squared value of the tenth phrase (40.2) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (3.1) and central premise (3) and in favor moderate degree of approvers at the phrase.
11. The Chi- squared value of the eleventh phrase (88.5) is greater than the Tabular value (14.89) Thus, it indicates that there are significant differences between the average of the phrase (3.91) and central premise (3) and in favor high degree of approvers at the phrase.
12. The Chi- squared value of the twelfth phrase (12.5) is less than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (2.05) and central premise and in favor of low degree of approvers at the phrase.
13. The Chi- squared value for phrases (55.6) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrases (3.46) and central premise of the study (3) and in favor moderate degree of approvers at all phrases.

We conclude that the fourth hypothesis of the study, which stipulates: (There is a relationship with statistical indicator between the promotion of services and improvement of marketing performance) is an acceptable hypothesis on all phrases except: The customer uses the company's services because he/ she has no substitute.

4.B.5: There is a relationship with statistical indicator between existence of definite marketing missions and improvement of the marketing performance.

Firstly: Frequency Distribution for the phrases that measure the relationship between definite marketing missions & improvement of marketing performance.

Table 4.28**Frequency Distribution for the phrases of the Fifth Axis**

The Phrase	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
1- Availability of services provided by the company.	11	15.3	54	75	6	6.9	1	1.4	0	0
2- Continuity of services provided by the company.	12	16.7	54	75	5	6.7	1	1.4	0	0
3- Maintenance work & repair the damages and strengthen network on a regular basis to ensure the continuity of services.	25	34.7	37	51.4	8	11.1	2	2.8	0	0
4- High response of employees and engineers to provide services to customers.	21	29.2	38	52.8	8	11.1	5	6.7	0	0
5- When a problem occurs, they deal with it quickly & efficiently.	18	25	35	48.6	12	16.7	7	9.7	1	1.4
6- Answer the phone when reporting problem quickly.	15	20.8	41	56.9	9	12.5	6	8.3	0	0

7- The company has clear policy towards customer satisfaction.	25	34.7	32	44.4	8	11.1	7	9.7	0	0
8- The company focuses on providing continuous high – quality services.	29	40.3	34	47.2	6	8.3	3	4.2	1	1.4
9- The company focuses on the efficiency of workers to provide the services to customers.	18	25	41	56.9	8	11.1	4	5.6	0	0
10- The company focuses on good treatment of employee to customers when providing services to him /her.	20	27.8	40	55.6	7	9.7	5	6.9	0	0
Total Phrases	194	26.9	406	56.4	77	10.7	41	5.7	2	0.3

Source: Prepared by the researcher, 2015.

From the table 4.28, we can notice the following:

- 1- The majority of the sample agree that the availability of services provided by the company were the proportion were (90.3%), while the percentage of non- conformists to that (1.4%), and those who did not show specific answers were accounted (8.3%).
- 2- The majority of the sample agrees that the services provided by the company are continuous, where the proportion were (91.7%), while the percentage of non - conformists to that (1.4%), and those who did not show specific answers were accounted (6.9%).
- 3- The majority of the respondent agrees that the maintenance and repair faults and strengthen on regular basis to ensure the continuity of services, where the proportion was (86.1%) while the percentage of non – conformists to that (2.8%) and those who did not show specific answers were (11.1%).
- 4- The majority of the respondent agrees that the high response of workers and engineers to provide services to customers, where the proportions were (82%) while the percentage of non – conformists to that (6.9%) and those who did not show specific answers were (11.1%).
- 5- The majority of the respondents agree that when there is a problem they deal with it quickly and efficiently, where the proportion were (73.6%) while the percentage of non – conformists on it (9.7%) and those who did not show specific answers were (16.7%).
- 6- The majority of the respondents agree that they answer the phone when reporting any problem quickly, where the proportion were (77.7%) while the percentage of non – conformists to that (9.7%) and those who did not show specific answers were (12.5%).
- 7- The majority of the respondents agree that the company has clear policy towards customers' satisfaction, where the proportion were

- (79.1%) while the percentage of non – conformists to that accounted (9.7%) and those who did not show specific answers were (11.1%).
- 8- The majority of the respondent agrees that the company focuses on providing continuous high – quality services, where the proportion were (87.5%) while the percentage of non – conformists to that accounted (8.3%).
- 9- The majority of the respondents agree that the company focuses on the good treatment of employees to customers when they provide services to him, where the proportion were (83.5%) the percentage of disagree respondents were (6.9%). Those who did not show specific answers were (9.7 %).
- 10- The majority of the respondents agree that the company focuses on the efficiently of workers to provide services to customers, where the proportion were (81.9%) and the percentage of non – conformists to that were (7%). Those who did not show specific answers were (11.1%).
- 11- The majority of the sample agrees with all phrases that measure the relationship between the existence of definite marketing missions and improvement of marketing performance which accounted for (83.3%) while the percentage of non - conformists on it (6%), and those who did not show specific answers were accounted for (10.7%).

Secondly: Descriptive Statistics for the phrases of the fifth axis (the relationship between the existence of definite marketing missions and improvement of marketing performance):

Table 4.29**Descriptive Statistics for the phrases of the fifth Axis**

The Phrase	Standard Deviation	Average	Relative	Degree of Approval	Arrangement
1- Availability of services provided by the company.	0.542	4.04	80.8%	Very high	5
2- Continuity of services provided by the company.	0.539	4.06	81.2%	Very high	3
3- Maintenance work & repair the damages and strengthen network on a regular basis to ensure the continuity of services.	0.737	4.18	83.6%	Very high	2
4- High response of employees and engineers to provide services to customers.	0.829	4.05	81%	Very high	4
5- When a problem occurs, they deal with it quickly & efficiently.	0.896	3.89	77.4%	high	9
6- Answer the phone when reporting problem quickly.	0.887	3.87	77.4%	High	10
7- The company has clear policy towards customer satisfaction.	0.925	4.03	80.6%	Very high	6
8- The company focuses on providing continuous high – quality services.	0.778	4.24	84.8%	Very high	1
9- The company focuses on the efficiency of workers to provide the services to customers.	0.847	3.98	79.6%	high	8
10- The company focuses on good treatment of employee to customers when providing services to him /her.	0.812	4.02	80.4%	Very high	7
Total Phrases	0.779	4.04	80.8%	Very high	

Source: prepared by the researcher, 2015

From the table 4.29, we can recognize the following:-

- 1- All the phrases which reflect the axis that measure the relationship between the existence of definite marketing missions & improvement of marketing performance, is greater than the average of central premise (3). This result indicates the approval of the sample of all the phrases.
- 2- The most importance phrase is the phrase, “the company focuses on providing continuous high – quality services” , where the average of respondents’ answer is (4.24) with standard deviation (0.778) and relative importance (84.8%). In second place came the phrase, “maintenance and repair the damages and strengthen networks on a regular basis to ensure the continuity of services”, where the average (4.18), standard deviation (0.737) and relative importance (83.6%).
- 3- The less term of approvals is the phrase, “Answering the phone when reporting any problem quickly”, with an average (3.87), standard deviation (0.887) and relative importance (77.4%).
- 4- The average of all phrases (4.04) with a standard deviation (0.779) and relative importance (80.8%). This show that the majority of respondents agree with a high proportion of all phrases that measure the relationship.

Thirdly: Chi Square Test (the relationship between the existence of definite marketing missions and improvement of marketing performance):

Table 4.30
Chi – Square Test for the Significance of the Difference of the
Fifth Axis

The Phrases	Chi-squared value	Degree of Freedom	Tabular value	Moral level	Significance level
1- Availability of services provided by the company.	98.7	3	12.84	00.0	Acceptance
2- Continuity of services provided by the company.	99.4	3	12.84	0.005	Acceptance
3- Maintenance work & repair the damages and strengthen network on a regular basis to ensure the continuity of services.	42.5	3	12.84	00.0	Acceptance
4- High response of employees and engineers to provide services to customers.	37.6	3	12.84	00.0	Acceptance
5- When a problem occurs, they deal with it quickly & efficiently.	24.7	3	12.84	00.0	Acceptance
6- Answer the phone when reporting problem quickly.	68.5	4	14.89	00.0	Acceptance
7- The company has clear policy towards customer satisfaction.	25.8	3	12.89	00.0	Acceptance
8- The company focuses on providing continuous high – quality services.	41.4	3	12.89	00.0	Acceptance
9- The company focuses on the efficiency of workers to provide the services to customers.	72.8	4	14.89	00.0	Acceptance
10- The company focuses on good treatment of employee to customers when providing services to him/her.	43.2	3	12.84	00.0	Acceptance
Total Phrases	55.5	4	14.89	00.0	Acceptance

Source: Prepared by the researcher, 2015

From the table 4.30, we can find the following:-

- 1- The Chi – Squared value for the first phrase (98.7) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the averages of the phrase (4.04) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the availability of services providing by the company).
- 2- The Chi – Squared value for the second phrase (99.4) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the averages (4.08) and central premise of the study (3) and in favor a high degree of approvers on the phrase (the continuity of services providing by the company).
- 3- The Chi – Squared value for the third phrase (42.5) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the averages (4.18) and central premise (3) and in favor of high degree of approvers on the phrase (maintenance and repair the damages and strengthen networks on a regular basis to ensure the continuity of services).
- 4- The Chi – Squared value for the fourth phrase (37.8) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average (4.05) and central premise of the study (3) and in favor very high degree of approvers on the phrase (the high response of workers and engineers to provide services to the customers).
- 5- The Chi – Squared value for the fifth phrase (24.7) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the averages (3.89) and central premise (3) and in favor a high degree of approvers on the phrase (when a problem occurs they deal with it quickly and efficiently).

- 6- The Chi – Squared value for the sixth phrase (68.5) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the averages of the phrase (3.87) and central premise (3) and in favor a high degree of approvers on the phrase (answering the phone when reporting any problem quickly).
- 7- The Chi – Squared value for the seventh phrase (25.8) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the averages (4.03) and central premise (3) and in favor a high degree of approvers on the phrase (the company has clear policy towards customers' satisfaction).
- 8- The Chi – Squared value for the eighth phrase (41.4) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the averages (4.24) and central premise (3) and in favor a high degree of approvers on the phrase (the company focuses on providing continuous high – quality services).
- 9- The Chi – Squared value for the ninth phrase (72.8) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the averages (3.98) and central premise (3) and in favor a high degree on the phrase (the company focuses on the efficiency of workers to provide services to the customers).
- 10- The Chi – Squared value for the tenth phrase (43.2) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the averages (4.04) and central premise (3) and in favor a high degree of approvers on the phrase (the company focuses on the good treatment of employees to customers when provide services to him/ her).
- 11- The Chi – Squared value for all the phrase (55.5) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the averages (3.91) and central premise of the

study (3) and in favor of a very high degree of approvers on all phrases of the fifth axis.

We conclude that the fifth hypothesis of the study which stipulates: there is relationship with statistical indicator between the existence of definite marketing missions and improvement of marketing performance is an acceptable hypothesis on all phrases.

4. B. 6: there is a relationship with statistical indicator between the strategic marketing management and the customer's satisfaction.

Firstly: Frequency Distribution for the phrases that measure the relationship between the strategic marketing management and customers' satisfaction.

Table 4.31**Frequency Distribution for the phrases of the Sixth Axis**

The Phrase	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
1- Full customer's satisfaction with the quality of services provided by the company.	21	29.2	35	48.6	8	11.1	8	11.1	0	0
2- Full customer's satisfaction with price of services provided by the company.	7	9.7	51	70.8	8	11.1	6	8.3	0	0
3- Full customer's satisfaction with distribution of services provided by the company.	11	15.3	45	62.5	8	11.1	7	9.7	0	0
4- Full customer's satisfaction of advertisements and offers of services provided by the company.	8	11.1	40	55.6	14	19.4	9	12.5	1	1.4
5- Full customer's satisfaction with marketing missions of the company.	6	8.3	47	65.3	15	20.8	3	4.2	0	0
Total Phrases	53	14.6	218	60.5	53	14.6	33	9.1	1	0.2

Source: Prepared by the researcher, 2015.

From the table 4.31, we can notice the following:-

- 1- The majority of the sample agree that the customers have full satisfaction with the quality of services provided by the company, where the proportion was (77.8%), while the non – conformists to that (11.1%) and those who did not show specific answers were accounted (11.1%).
- 2- The majority of the sample agree that complete customer's satisfaction with the price of services provided by the company, where the proportion was (80.7%), and the percentage of non – conformists to that (8.3%) and those who did not show specific answers were (11.1%).
- 3- The majority of respondents agree that full customer's satisfaction with distribution of services provided by the company, where the proportion was (77.8%), while the percentage of non – conformists on it (9.7%) and those who did not show specific answers accounted for (11.1%).
- 4- The majority of respondents agree that full customer's satisfaction of advertisements and offers of services provided by the company, where the proportion were (66.7%), while the percentage of non – conformists to that (13.9%) and those who did not show specific answers accounted (19.4%).
- 5- The majority of respondents agree that full satisfaction of the customers for the marketing missions of the company, where the proportion was (73.6%), while the percentage of non – conformists on it (4.2%) and those who did not show specific answers were (20.8%).
- 6- The majority of the sample agree with all phrases that measure the relationship between strategic marketing management and the customers' satisfaction where the proportion was (75.1%), while the

percentage of non – conformists on it (9.3%) and those who did not show specific answers were accounted for (14.6%).

Secondly: Descriptive Statistics for Phrases of the Sixth Axis (strategic marketing management and customers’ satisfaction).

Table 32
Descriptive Statistical for the phrases of the sixth axis

The Phrase	Standard Deviation	Average	Relative	Degree of Approval	Arrangement
1- Full customer’s satisfaction with the quality of services provided by the company.	0.925	3.96	79.2%	High	1
2- Full customer’s satisfaction with price of services provided by the company.	0.718	3.82	76.4	High	3
3- Full customer’s satisfaction with distribution of services provided by the company.	0.804	3.85	77%	High	2
4- Full customer’s satisfaction of advertisements and offers of services provided by the company.	0.844	3.66	73.2%	High	5
5- Full customer’s satisfaction with marketing missions of the company.	0.652	3.77	75.4%	High	4
Total Phrases	0.788	3.81	76.2%	high	

Source: prepared by the researcher, 2015

From the table 4.32, we can notice the following:

- 1- All the phrases which reflect the axis of relationship between the strategic marketing management and customers’ satisfaction, their

average is greater than the central premise of the study (3). This result indicates the approval of the sample at all phrase.

- 2- The most important phrases is the phrase, “full customers satisfaction with the quality of services provided by the company”, where the average of respondents’ answers is (3.96), standard deviation (0.925) and relative importance (79.2%). Followed by the second phrase, “Full customer’s satisfaction with the distribution of the services provided by the company”, where the average is (3.85), standard deviation (0.804), and relative importance (77%).
- 3- The less term of approval is the phrase, “Full customer’s satisfaction of the advertisements and offers of the services provided by the company”, with an average (3.81), standard deviation (0.844) and relative importance (73.2%).
- 4- The average of all phrases (3.81), standard deviation (0.788) and relative importance (76.2%). This shows that the majority of the sample agrees with a high proportion at all phrases that measure the sixth axis.

Thirdly: Chi – Squared Test (the relationship between the strategic marketing management and the customer’s satisfaction).

Table 4.33

Chi –square Test for the Significance of the Differences of the Sixth Axis

The Phrases	Chi-squared value	Degree of Freedom	Tabular value	Moral level	Significance level
1- Full customer’s satisfaction with the quality of services provided by the company.	27.6	3	12.84	00.0	Acceptance
2- Full customer’s satisfaction with	80.7	3	12.84	0.00	Acceptance

price of services provided by the company.					
3- Full customer's satisfaction with distribution of services provided by the company.	56.2	3	12.84	00.0	Acceptance
4- Full customer's satisfaction of advertisements and offers of services provided by the company.	38.3	4	14.89	00.0	Acceptance
5- Full customer's satisfaction with marketing missions of the company.	68.6	3	12.82	00.0	Acceptance
Total phrases	54.2	4	14.89	00.0	

Source: Prepared by the researcher, 2015

From the table 4.33, we may recognize the following:-

- 1- The Chi – Squared value of the first phrase (27.6) is greater than the Tabular value (12.84). Thus, it indicates that there are significance differences between the average (3.96) and central premise of the study (3) and in favor of a high degree of approvers at the phrase (full customer's satisfaction with the quality of service).
- 2- The Chi – Squared value of the second phrase (80.7) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average (3.82) and central premise (3) and in favor of a high degree of approvers at the phrase (full customer's satisfaction with the quality of service).
- 3- The Chi – Squared value of the third phrase (56.2) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average (3.85) and central premise (3) and in favor of a high degree of approvers at the phrase (full customer's satisfaction with the quality of service).
- 4- The Chi – Squared value of the fourth phrase (38.3) is greater than the Tabular value (14.89). Thus, it indicates that there are significant

differences between the average (3.66) and central premise (3) and in favor of a high degree of approvers at the phrase (full customer's satisfaction with the advertisements and offers of the service).

- 5- The Chi – Squared value of the fifth phrase (68.6) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average (3.79) and central premise (3) and in favor of a high degree of approvers at the phrase (full customer's satisfaction with marketing mission of the company).
- 6- The Chi – Squared value of all phrases of the sixth axis (54.2) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average (3.81) and central premise (3) and in favor of a high degree of approvers at the phrase.

4.B.7: There is a relationship with statistical indicator between the strategic marketing management and the market share.

Firstly: Frequency Distribution for the phrases that measure the relationship between the strategic marketing management and the market share.

Table 4.34**Frequency Distribution for the phrases of the Seventh Axis**

The Phrase	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
1- The company's market share affected by the quality of services provided by the company.	23	31.9	46	63.9	1	1.4	1	1.4	1	1.4
2- The company's market share affected by the prices of services provided by the company.	26	36.1	44	61.1	1	1.4	1	1.4	0	0
3- The company's market share affected by the diversity of channels of distribution of services.	20	27.8	42	58.3	8	11.1	2	2.8	0	0
4- The company's market share affected by increasing promotion of services.	17	23.6	46	63.4	8	11.1	1	1.4	0	0
5- The company's market share increases whenever the marketing missions are well defined.	13	18.1	41	56.9	8	11.1	9	12.5	1	1.4
Total Phrases	99	27.5	219	60.8	26	7.6	14	3.9	2	0.6

Source: Prepared by the researcher, 2015.

From the table 3.34 we can notice the following:-

- 1- The majority of the sample agree that the company's market share affected by the quality of services provided by the company, where the proportion was (95.8%), while the percentage of non – conformists to that (2.8%) and those who did not show specific answers were accounted (1.4%).
- 2- The majority of the respondents agree that the company's market share affected by the price of services provided by the company, where the proportion was (97.2%), and the percentage of non – conformists on it (1.4%) and those who did not show specific answers were (1.4%).
- 3- The majority of the respondents agree that the company's market share affected by the diversity of channel distribution of services where the proportion was (86.1%), while the percentage of non – conformists to that (2.8%) and those who did not show specific answers were accounted (11.1%).
- 4- The majority of the respondents agree that the company's market share affected by the increasing promotion of services provided by the company, where the proportion was (87.5%), while the percentage of non – conformists to that (1.4%) and those who did not show specific answers were accounted (11.1%).
- 5- The majority of the respondents agree that the company's market share increases whenever the marketing missions are well defined, where the promotion was (75%), while the percentage of non – conformists to that (13.9%) and those who did not show specific answers were (11.1%).
- 6- The majority of the sample agree with all the phrases that measure the relationship between the strategic marketing management and the market share of the company, where the proportion was

(88.3%), while the percentage of non – conformists to that (4.5%) and those who did not show specific answers were accounted for (7.2%).

Secondly: Descriptive Statistics for the phrases of the Seventh Axis (the relationship between the strategic marketing management and the market share of the company).

Table 4.35
Descriptive Statistics for the phrases of the Seventh Axis

The Phrase	Standard Deviation	Average	Relative	Degree of Approval	Arrangement
1- The company's market share affected by the quality of services provided by the company.	0.565	4.28	85.6%	Very high	2
2- The company's market share affected by the prices of services provided by the company.	0.559	4.33	86.6%	Very high	1
3- The company's market share affected by the diversity of channels of distribution of services.	0.703	4.11	82.2%	Very high	3
4- The company's market share affected by increasing promotion of services.	0.631	4.09	80.4%	Very high	4
5- The company's market share increases whenever the marketing missions are well defined.	0.937	3.77	75.4	High	5
Total Phrases	0.679	4.12	82.4%	Very high	

Source: prepared by the researcher, 2015

From the table 4.35, we can notice the following:

- 1- All the phrases which reflect the axis (the relationship between strategic marketing management and the market share of the company), their average is greater than the central premise (3) & this result indicates the approval of the sample at all phrases that measure the relationship between strategic marketing and the market share of the company.
- 2- The most important phrase “the company’s market share is affected by the price of the services provided by the company”, where the average of respondents’ answers is (4.33), standard deviation (0.559) and relative importance is (86.6%). Followed by the second phrase, “the company’s market share is affected by the quality of services provided by the company”, with an average (4.28), standard deviation (0.565) and relative importance (85.6%).
- 3- The less term of approval is the phrase “the company’s market share increases whenever the marketing missions are well define”, with an average (3.77), standard deviation (0.937) and relative importance is (75.4%).
- 4- The average of all phrases (4.12) with a standard deviation (0.679) & relative importance (82.4%). This indicates that the majority of the sample agrees with a high proportion at all phrases that measure the seventh axis.

Thirdly: Chi – Squared Test (the relationship between the strategic marketing and the company’s market share):-

Table 4.36
Chi – Squared Test for the Significance of the Differences of the
Seventh Axis

The Phrases	Chi-squared value	Degree of Freedom	Tabular value	Moral level	Significance level
1. The company's market share affected by the quality of services provided by the company.	78.1	4	14.89	0.00	Acceptance
2. The company's market share affected by the prices of services provided by the company.	39.4	3	12.84	00.0	Acceptance
3. The company's market share affected by the diversity of channels of distribution of services.	52.0	3	12.84	00.0	Acceptance
4. The company's market share affected by increasing promotion of services.	65.2	3	12.84	00.0	Acceptance
5. The company's market share increases whenever the marketing missions are well defined.	66.6	4	14.89	00.0	Acceptance
Total phrases	60.2	4	14.89	00.0	

Source: Prepared by the researcher, 2015

From the table 4.36, we can recognize the following:-

- 1- The Chi – Squared value for the first phrase (78.1) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.28) and central premise of the study (3) and in favor of very high degree of approvers on the phrase (the company's market share affected by the quality of services).
- 2- The Chi – Squared value for the Second phrase (39.4) is greater than the Tabular value (12.84). Thus, it indicates that there are

- significant differences between the average of the phrase (4.33) and central premise of the study (3) and in favor of very high degree of approvers on the phrase (the company's market share affected by the price of services).
- 3- The Chi – Squared value for the third phrase (52.0) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (4.11) and central premise of the study (3) and in favor of very high degree of approvers on the phrase (the company's market share is affected by the diversity of the channels of distribution of services).
 - 4- The Chi – Squared value for the fourth phrase (65.2) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (4.09) and central premise of the study (3) and in favor of very high degree of approvers on the phrase (the company's market share increase whenever the promotion of services increases).
 - 5- The Chi – Squared value for the fifth phrase (66.6) is greater than the Tabular value (12.84). Thus, it indicates that there are significant differences between the average of the phrase (3.77) and central premise (3) and in favor of high degree of approvers on the phrase (the company's market share increase whenever the missions are well define).
 - 6- The Chi– Squared value for all phrases (60.2) is greater than the Tabular value (14.89). Thus, it indicates that there are significant differences between the average of the phrase (4.12) and central premise (3) and in favor of very high degree of approvers on the phrase.

We conclude that the seventh hypothesis of the study, which stipulates: (there is a relationship with statistical indicator between the strategic marketing management and the company's market share) is an acceptable hypothesis on all phrases.

Chapter 5:
Discussion, Conclusions and
Recommendations

This chapter provides the discussion of the findings, highlights the conclusions and offers the recommendations of the study.

5.1: Findings of the Study:

General Findings:

- 1) Each company – under study has suitable marketing strategies to achieve its goals and objectives.
- 2) Each company – under study has multiple promotional mix to attract the customers and to keep them on.
- 3) Each company – under study follows suitable pricing strategy for their customers.
- 4) Each company – under study provides some additional services for free and they have social responsibility towards their customers to gain their loyalty.

Special Findings:

- 1) The majority of the sample are males as they accounted 72.2%, where females are 27.8%. The enterprises under study seems to prefer to hire males rather than females.
- 2) The majority of the sample are aged 45 years old and less than 55 as they accounted 58.3%, where the managers aged 35 years old and less than 45 are 22.4%. 45 years old and less than 55 is a middle age with suitable experience to share in setting the marketing strategies for an enterprise.
- 3) The majority of the sample are universities graduates representing 65.3%. Where the post-graduates of the sample are 34.7%. The

managers' share in setting the marketing strategies must be qualified enough to share in.

- 4) The majority of the sample are married couples who represent 72.2%, where singles are 25%.
- 5) The majority of the sample are high level managers representing 66.7%, where the rest of the sample are middle level managers of 33.3%. The managers' share in setting the marketing strategies must be either in top management level or middle level to be responsible of the marketing performance of any enterprise.
- 6) The majority of the sample are working for 10 years and less than 15 years as they accounted 31.9%. Managers with experience of less than 5 years are 5.6% of the sample. The decisions of strategic marketing management need more years of experience to be made.

5.2: Discussions of the Results:

- 1) The quality of services have positive impact on improving the marketing performance. This result is in agreement with the Study of Rasheed Abdel-Rahim Al-Magboul, and Alpesh A. Nasit. The quality of services provided by an enterprise has significant influence on the customer's satisfaction and on the market share of the enterprise.
- 2) The prices of services have positive impact on improving the marketing performance. This result is in agreement with the Study of El-Kindi Yousif Mohamed Osman, Chih-Wen Wu, Alpesh A. Nasit, Hamza Arif Elidewan, and Mary Kerubo Osoro. The process of services play a significant role in the customer's satisfaction and in the market share of an enterprise.
- 3) The diversity channels of distribution has positive impact on improving the marketing performance. This result is in agreement with

the Study of Osama Babekir Mohamed and Patricia Source. The diversity channels of distribution of services has significant influence on the customer's satisfaction and on the market share of an enterprise.

- 4) The promotion of services has positive impact on improving the marketing performance. This result is in agreement with the Study of El-Kindi Yousif Mohamed Osman, Hamza Arif Elidewan, Patricia Source, and Alpesh A. Nasit. The promotion has significant influence on the customer's satisfaction and on the market share of an enterprise.
- 5) The existence of definite marketing missions has positive impact on improving the marketing performance. This result is in agreement with the Study of Osama Babekir, and Abdel-Razik Ahmed. The definition of specific marketing missions have significant influence on the customer's satisfaction and on the market share of an enterprise.
- 6) The strategic marketing management has positive impact on improving the customer's satisfaction. This result is in agreement with the Study of Osama Babekir, and Alpesh A. Nasit. The strategic marketing management has significant influence on the customer's satisfaction.
- 7) The strategic marketing management has positive impact on improving the market share of an enterprise. This result is in agreement with the Study of Rasheed Abdel-Rahim Al-Magboul, Amonrat Thoumrungrojje, and Mary Kerubo Osoro. The strategic marketing management has significant influence on the market share of an enterprise.

5.3: Recommendations:

In the light of the investigation and analysis, the following policy recommendations are suggested:

- 1) The companies should adopt definite marketing strategies taking into consideration the nature of the services they provide, the sharp competition in the telecommunication sector, and the determination of each element of the marketing mix.
- 2) The companies should pay more attention to the quality of services they provide and to what extent they meet the customer's needs and wants.
- 3) The companies should regularly revise the nature of their services to be reasonable to their customers.
- 4) The companies should spread more geographically open more offices, to cover each village, city and town in Sudan.
- 5) The companies should regularly evaluate their modes of communications strengthen their competitive advantages and pinpoint their gaps in this area.
- 6) The companies should ensure that each employee in the Marketing Department contributes in setting up the marketing strategies. Hence, the setting up process should not only be limited to the upper and middle level managers.
- 7) The companies should give attention to the marketing researches to set up the marketing strategies.
- 8) The companies should regularly undertake the marketing researches to examine the consumers' behavior and to determine their needs and wants.

5.4: Limitation of the Study:

- 1) The Study used the descriptive method
- 2) The Study used only the questionnaire to collect the data and did not use any other tool beside the questionnaire.
- 3) The Study only covered three companies in the telecommunication sector and did not cover the other companies in the relevant area of the Study.

5.5: Contribution of the Study:

The Study has theoretical contribution and practical contribution.

a) Theoretical Contribution:

The Study tested the relationship between the strategic marketing management represented by quality of services, proves, diversity of distribution channels, promotion, definite marketing missions as well as the marketing performance represented by the customer's satisfaction and the market share of the enterprise.

b) Practical Contribution:

The Study studied the concept, significance and outcomes of strategic marketing management and its impact on improving the marketing performance of telecommunication sector in Sudan.

5.6: Recommendations for Further Researches:

On the light of the Study's results, further studies are recommended.

1. The impact of Marketing Strategies in Controlling the Market.

2. The impact of Marketing Researches in building the competitive advantages in the Sudanese Enterprises.
3. The impact of Quality of Services in Improving the Marketing Performance in the Sudanese Enterprises.

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Appendices

Appendix (1)

Questionnaire of Strategic Marketing Management for Telecommunications Companies in the Sudan (2014)

Part (1): Personal Data:-

1) Sex:-

Male

Female

2) Age:-

- Less than 25 years
- 25 and less than 35 years
- 35 and less than 45 years
- 45 and less than 55 years
- 55 and more

3) Education Level :-

- Primary
- Secondary
- Graduate
- Post – graduate

4) Social Status:-

- Single
- Married
- Widow
- Divorced

5) Specialization:-

- High Level management
- Middle level management

- Lower level management
- 6) Years of Experience:-
- Less than 5 years
- 5 and less than 10 years
- 10 and less than 15 years
- 15 and less than 20 years
- 20 years and more

Part (2):

1- There is relationship with statistical indicator between the quality of service and improvement of marketing performance.

The Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The customer choose the company after comparing the services of other companies.					
The customer compares between the company's services & other competitive companies.					
The company offers new services whenever competitive companies provide new services.					
The customer's consumption is not affected when competitive companies provide new services.					
The customer's consumption decrease when the quality of services decreases.					
The customer's has not any substitute for the services provided by the company.					
The existence of rival companies increase the services provided by the company.					

The company improves its services in order to attract more customers.					
The company improves its services in order to maintain their customers.					

2- There is relationship with Statistics indicator between the pricing & improvement of marketing performance):

The Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The prices of the services offered by the company are reasonable.					
The consumption of the customers for the services provided by the company is fixed per month					
The consumption varies with changes in price					
The consumption of the services decreases whenever the price increases.					
The consumption of the services changes in definite time in a year (holidays– announcement of exam results – social events...).					
The policy of changing tariffs for the services focuses on satisfying the largest numbers of customers.					
Every customer benefits from changing tariffs policy.					
The changing tariffs policy contributes in increasing of the customers' consumption.					
The changing tariffs policy focuses on low income customers.					
Diversity of ways to buy the services to fit each client.					

- 3- There is a relationship with statistical indicator between the diversity of distribution channels and improvement of the marketing performance.

The Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The number of the company's offices covers all the geographic area.					
The availability of the company's offices encourage customers to request services from them.					
The customers prefer to deal directly with the company's offices than to purchase the services from other distribution outlets offices.					
The presence of one distribution office in a specific geographic area leads to improvement of the quality of services.					
The existence of multiple offices in each geographic area leads to accumulation of customers in a single office					
The presence of multiple offices for distribution of multiple service of company leads to customer's satisfaction					
The customer prefers to deal with the offices of the company's services for easy access					
The customer prefers to deal with the offices of the company's services to the presence of special privileges.					
The customers prefer of deal with various shopping centers.					

The customers prefer to deal with agents selling the services of the Company.					
The total customer satisfied with the level of distribution of the company's services through their offices.					

4- There is a relationship with statistical indicator between the promotion and improvement of the marketing performance.

The Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The customer recognizes the company's services through advertising					
The customer recognizes the company services by parents, friends and relatives					
The customer recognizes the company services through contests and social programs sponsored by.					
The customer recognizes the company's service through gifts and free offers					
Effective advertising motivate the customer to deal with the company					
The customers' consumption of the company's services is not affected by the promotional offers of new service					
The advertising of the company's services is enough and provide all the information needed by the customers.					

The consumption of the customer increases whenever the company introduce a new advertisement					
The number of the customers increase whenever the company increases the number of its advertisements.					
The number of The customers decrease whenever the company doesn't put up promotional advertisement each time period.					
The advertising promotional activities provide advantages the customer doesn't know					
The customer uses the company's services because he/she has no substitute.					

5- There is a relationship with statistical indicator between existence of definite marketing missions and improvement of the marketing performance.

The Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Availability of services provided by the company.					
Continuity of services provided by the company.					
Maintenance work & repair the damages and strengthen network on a regular basis to ensure the continuity of services.					
High response of employees and engineers to provide services to customers.					
When a problem occurs, they deal with it quickly & efficiently.					

Answer the phone when reporting problem quickly.					
The company has clear policy towards customer satisfaction.					
The company focuses on providing continuous high – quality services.					
The company focuses on the efficiency of workers to provide the services to customers.					
The company focuses on good treatment of employee to customers when providing services to him /her.					

6- There is a relationship with statistical indicator between the strategic marketing management and the customer's satisfaction.

The Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Full customer's satisfaction with the quality of services provided by the company.					
Full customer's satisfaction with price of services provided by the company.					
Full customer's satisfaction with distribution of services provided by the company.					
Full customer's satisfaction of advertisements and offers of services provided by the company.					
Full customer's satisfaction with marketing missions of the company.					

7- There is relationship with statistical indicator between the strategic marketing management and the market share.

The Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The company's market share affected by the quality of services provided by the company.					
The company's market share affected by the prices of services provided by the company.					
The company's market share affected by the diversity of channels of distribution of services.					
The company's market share affected by increasing promotion of services.					
The company's market share increases whenever the marketing missions are well defined.					

Appendix (2)

Arbitrators of the Questionnaire

- 1) Prof. Hassan Abbas Hassan – Omdurman Islamic University.
- 2) Prof. Ahmed Ibrahim Abosin – Sudan University for Science & Technology.
- 3) Prof. Lila Mohammed Salih – Omdurman Ahalia University.
- 4) Prof. Merghani Hamoor – University of Khartoum.
- 5) Dr. Bakri Eltayib - Science & Technology University.
- 6) Dr. Tarig Al-Rasheed, Omdurman Islamic University

Appendix (3)

بسم الله الرحمن الرحيم

..... / السيد

" السلام عليكم ورحمة الله وبركاته "

- أرجو أن أفيد سيادتكم بأن الاستبانة التي طرفكم محور دراسة موضوع بعنوان : أثر الاستراتيجيات التسويقية على تطور الأداء التسويقي في المؤسسات السودانية
- عليها تعين الباحث في الإجابة على أسئلة البحث .
- يحدوني الامل في استجابتكم الكريمة بالاجابة على أسئلة الاستبانة .
- تفضلوا بقبول وافر الشكر والتقدير

الباحثة

ندى علي محمود

استمارة استبيان للإستراتيجيات التسويقية التي تستخدمها الشركة

1/ هناك علاقة ذات دلالة إحصائية بين الإستراتيجيات التسويقية والبيانات الشخصية المبحوثين:

بيانات شخصية:

7. النوع :

 ذكر

2. العمر :

أقل من 25 سنة

25 وأقل من 35 سنة

35 وأقل من 45 سنة

45 وأقل من 55 سنة

55 سنة فأكثر

3. مستوى التعليم :

دون الثانوي

ثانوي

جامعي

فوق الجامعي

4. الحالة الإجتماعية:

غير متزوج

متزوج

أرمل

مطلق

5. التخصص:

إدارة عليا

إدارة وسطى

إدارة دنهي

6. سنوات الخبرة:

أقل من 5 سنوات

5 سنة وأقل من 10 سنة

10 سنوات وأقل من 15 سنة

15 سنة وأقل من 20 سنة

20 سنة فأكثر

2/ وجود علاقة ذات دلالة إحصائية بين الإستراتيجيات التسويقية للشركة وتطوير الأداء التسويقي وتشمل:

أ وجود علاقة ذات دلالة إحصائية بين جودة الخدمة وتطوير الأداء التسويقي:

الرقم	البيان	أوافق بشدة	أوافق	لا رأي	لا أوافق	لا أوافق بشدة
1.	يختار العميل الشركة بعد مقارنة خدماتها مع خدمات الشركات الأخرى .					
2.	يقارن العميل بين خدمات الشركة وعروض الشركات المنافسة.					
3.	تقدم الشركة خدمات جديدة كلما قدمت شركات منافسة خدمات جديدة.					
4.	لا يتأثر استهلاك العميل لخدمات الشركة عند طرح الشركات المنافسة لخدمات جديدة					
5.	يتناقص استهلاك العميل لخدمات الشركة عند انخفاض جودة خدماتها.					
6.	لا يملك العميل بديلاً عن الخدمات التي تقدمها الشركة.					
7.	وجود شركات منافسة زاد من جودة إنتاج الخدمات التي تقدمها الشركة.					
8.	تحسين الشركة من خدماتها وذلك بغرض جذب المزيد من العملاء.					
9.	تحسين الشركة من خدماتها وذلك بغرض المحافظة على عملائها.					
10.	يزيد استهلاك العميل لخدمات الشركة عند تحسين جودة خدماتها.					

ب/وجود علاقة ذات دلالة إحصائية بين الأسعار وتطور الأداء التسويقي :

الرقم	البيان	أوافق بشدة	أوافق	لا رأي	لا أوافق بشدة
1.	اسعار الخدمات التي تقدمها الشركة مناسبة.				
2.	استهلاك العملاء للخدمات التي تقدمها الشركة ثابت شهريا				
3.	يتغير استهلاك الخدمة مع تغير الأسعار				
4.	يتناقص استهلاك الخدمة كلما زاد سعرها				
5.	يتغير استهلاك العملاء للخدمات التي تقدمها الشركة في فترات محدودة في العام (الأعياد - إعلان نتائج الامتحانات - تغير الفصول المناخية - المناسبات الاجتماعية ... الخ)				
6.	سياسة تغيير تعرفه الخدمات التي تقدمها الشركة تركز على إرضاء أكبر عدد من العملاء				
7.	يستفيد من سياسة تغير تعرفه الخدمات كل العملاء.				
8.	ساهمت سياسة تغير تعرفه الخدمات في زيادة استهلاك العملاء لخدمات الشركة				
9.	سياسة تغير تعرفه الخدمات تركز على شرائح الدخل المنخفض من العملاء				
10.	تنوع طرق شراء الخدمة لتتناسب كل عميل				

ج/ وجود علاقة ذات دلالة إحصائية بين تنوع منافذ التوزيع للخدمات وتطور الأداء التسويقي:

الرقم	البيان	أوافق بشدة	أوافق	لا رأي	لا أوافق بشدة
1.	عدد مكاتب الشركة تغطي جميع المناطق الجغرافية				
2.	توفر مكاتب الشركة لتقديم الخدمات يشجع على طلب الخدمة منها				
3.	يفضل العميل التعامل مباشرة مع مكاتب توزيع الخدمة عن شراء الخدمة من منافذ توزيع أخرى				
4.	وجود مكتب توزيع واحد لتوزيع خدمات الشركة في منطقة جغرافية محددة يؤدي إلى تحسين جودة الخدمة				
5.	وجود مكاتب متعددة في كل منطقة جغرافية يؤدي إلى عدم تكديس العملاء في مكتب واحد				
6.	وجود مكاتب متعددة لتوزيع خدمات متعددة للشركة يؤدي إلى رضا العميل				

					يفضل العميل التعامل مع مكاتب توزيع خدمات الشركة بسهولة الحصول على خدمات	7.
					يفضل العميل التعامل مع مكاتب توزيع خدمات الشركة لوجود امتيازات خاصة	8.
					يفضل العميل التعامل عبر الشراء من مراكز التسوق المختلفة	9.
					يفضل العميل التعامل عبر الشراء من وكلاء بيع الخدمة للشركة	10.
					الرضا التام للعملاء عن مستوى توزيع خدمات الشركة عبر مكاتب توزيع الشركة	11.

د/ وجود علاقة ذات دلالة إحصائية بين الترويج الفعال وتطور الأداء التسويقي:

الرقم	البيان	أوافق بشدة	أوافق	لا أوافق	لا أوافق بشدة
1.	يتعرف العميل على خدمات الشركة عن طريق الإعلانات				
2.	يتعرف العميل على خدمات الشركة عن طريق الأهل والأصدقاء والمعارف				
3.	يتعرف العميل على خدمات الشركة عن طريق المسابقات والبرامج الاجتماعية والثقافية التي ترعاها				
4.	يتعرف العميل على خدمات الشركة عن طريق الهدايا والعروض المجانية التي تقدمها				
5.	الإعلان الفعال يدفع العميل للتعامل مع الشركة				
6.	استهلاك العميل لخدمات الشركة ثابت لا يتأثر بإعلان خدمة جديدة أو عروض تشجيعية				
7.	إعلانات الشركة كافية وتقدم كل المعلومات التي يحتاجها العميل				
8.	يزيد استهلاك العميل لخدمات الشركة كلما قدمت الشركة اعلان جديد				
9.	يزيد عدد عملاء الشركة كلما زادت عدد اعلاناتها عن خدماتها				
10.	يتناقص استهلاك العملاء لخدمات الشركة عند عدم طرح اعلانات ترويجية كل فترة زمنية				
11.	تقدم الإعلانات والعروض التشجيعية خدمات ومزايا لم يكن يعرفها العميل				
12.	يستخدم العميل خدمات الشركة لأنه لا يمكنه بديلاً لها				

3/ توجد علاقة ذات دلالة احصائية بين وجود أهداف تسويقية محددة وتطور الأداء التسويقي :

الرقم	البيان	أوافق بشدة	أوافق	لا رأي	لا أوافق	لا أوافق بشدة
.1	توفر الخدمات التي تقدمها الشركة					
.2	استمرارية الخدمات التي تقدمها الشركة					
.3	إجراء أعمال الصيانة واصلاح الاعطال وتقوية الشبكات بصورة دورية لضمان استمرارية الخدمات					
.4	سرعة استجابة الموظفين والمهندسين لتقديم الخدمات للعملاء					
.5	عند حدوث مشكلة يتم التعامل معها بالسرعة والكفاءة المطلوبة					
.6	سرعة الرد على الهاتف عند الإبلاغ عن أي مشكلة					
.7	توجد لدى الشركة سياسة واضحة تجاه رضا العميل					
.8	تركز الشركة على تقديم خدمة مستمرة بجودة عالية					
.9	تركز الشركة على كفاءة العاملين لتقديم الخدمات للعميل					
.10	تركز الشركة على حسن معاملة العاملين للعميل عند تقديم الخدمات له					