STRATEGIC MARKETING AND PERFORMANCE OF TELECOMMUNICATIONS INDUSTRY IN RWANDA

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Abstract

The main objective of this study was designed to examine the role of Strategic Marketing as a significant tool for performance of Telecommunication industry in Rwanda and to assess the moderating influence of legal and regulatory framework on the performance of Telecommunication industry in Rwanda. This study report applied descriptive survey design and utilized both qualitative and quantitative data. The study population included the 133 Top and middle level, managers of mobile phone operator companies in Rwanda which comprised of MTN and Airtel company Headquarter and different branches within Kigali City from which a sample size of 100 respondents were calculated using the Slovines formula which is commonly used for calculating sample size in research. The data collection instruments were pre-tested using the Cronbach's alpha and factor analysis of dimensions reductions to determine the validity and reliability of the tests. Notably, the correlation results revealed that Strategic Marketing is positively and significantly correlated with Performance of Telecommunication industry (r = 0.846**, ρ<.05). Moderating variables showed a positive and significant correlation

with Performance of Telecommunication industry. As revealed, Legal & regulatory framework (r = 0.905**, ρ<.05) is positively associated with Performance of Telecommunication industry. The conclusion here was that the companies benefits tremendously when the strategic marketing practice was taken into account for the efficient performance of the telecommunication industry in Rwanda. Th research managerial recommendations emphasized the need for telecom policy makers Rwanda Utility and Regulatory Authority (RURA) to ensure a successful evolution towards competing markets, regulate and properly supervise the relations between the incumbent telecom companies and the new comers, who are known to depend on the incumbent's services.

Keywords: Strategic Marketing, Technical Approach, Company Performance, Telecommunication Industry in Rwanda

INTRODUCTION

Strategic marketing is a market driven process of strategic development that takes into account constantly changing environment and the need to achieve high level of customer satisfaction, Cravens, [2000]. It focuses on organizational performance, rather than no increasing sales. It links the organization with the environment and view marketing as the responsibility of the entire organization rather than as specialized function. However, a strategy is an intentional process. Oyedijo, [2013], stated that organizations must be consistent with serving the needs of the target market within the framework of a long-term plan which is the key to achieving organizational goals and objectives. He stated further that the major proposition of strategic marketing management is to align marketing activities with organizational objectives, while marketing opportunities must be found by systematically analyzing the competitive and industry situational environment. However, organizations that take cognizance of strategic marketing management as a sustainable competitive advantage through the development of long-range marketing plans has the opportunity to outperform firms that has not strategically identify the needs and wants of customers in order to tailor those needs within the framework of long-term plan [Oyedijo, 2013].

Odongo [2008], also stated that organizations can use environment scanning to determine whether or not to enter new market and also to know the present situation or condition of its environment. Environmental scanning is the monitoring, evaluating, and disseminating of information from the external and internal environment to key people within the corporation or organization. Oyedijo, [2013], confirms the positive effect of strategic marketing management of organization performance in terms of competitive advantage, profitability,

survival and market share. Their study also reveals that strategic marketing management has some effects on performance measures, such as process efficiency, service quality, cost saving, organization and process flexibility and customer satisfaction.

Statement of the Problem

Survival of a company in the telecommunications industry depends of the contemporary tactics, techniques and strategies they apply in order to position themselves and differentiation from their rivals. According to Odunlami & Ogunsiji, (2011), postulated that in spite of the numerous marketing strategies and techniques available to many organizations, it is important to note that many telecommunication companies have not yet appreciated how to effectively and efficiently utilize these strategies and techniques in attempting to enhance their organizational performance. Kithamba (2014) conducted a study on competitive business strategies adopted by mobile service providers in Kenya. He found out that the telecom companies employed cost leadership, price leadership and outsourcing strategies(Kithamba, 2014). A research conducted by Kamande, (2010), on competitive strategies adopted by mobile phone companies in Kenya and discovered that, the mobile phone companies have adopted several marketing strategies which include cost leadership, differentiation, marketing, diversification, expansion, technology, customer services and corporate social responsibility (Kamande W. , 2010). There is still a remarkable scarcity of scientific knowledge that describes a more detailed representation of major roles of strategic marketing practices and how it influences organizational performance. Although telecommunication companies in Rwanda have similar products and services, they all differ from one another based on the customer subscriber base and their visions, innovations and marketing strategies differ significantly. The continued drop in profitability, sales volume shrinkage and loss of market share are part of the problems that have seen the transfer of all shares of Millicom International Cellular Company Tigo Rwanda acquired by (BhartiAirtel, 2016). One can argue that the need for such technical marketing approaches into the operations of telecommunication companies in Rwanda will become more important as the competition is becoming fiercer than before, due to many new mushrooming telecommunication companies in the country. Consequently, a better understanding of the influence of strategic marketing practices on the performance of telecommunication companies especially in a Rwandan context is now indispensable.

Objectives of the Study

1. To evaluate the influence of strategic marketing on the performance of Telecommunication industry in Rwanda.

2. To assess the moderating influence of legal and regulatory framework on the performance of Telecommunication industry in Rwanda

Research Hypotheses

H₁: There is no significant relationship between strategic marketing and performance of telecommunication industry in Rwanda

H₂: There is No significant correlation between legal and regulatory framework and the performance of Telecommunication industry in Rwanda

LITERATURE REVIEW

Market-based Theory

Market-based view of the firm postulates that the industrial factors plus the external market orientations are the most fundamental determinants of the firm's performance. The source of value for the firm are embedded in the competitive situation which distinguishing its end-product strategic position. The strategic position is the firm's unique set of activities that are distinctive from those of its rivals. In this context, the firm's performance or probability are determined exclusively by the structure and competition dynamics of the industry within which it carries out its operations. Researchers observed that; the firm's performance considerably dependent on the on the industrial environment within which it operates. In the context of industry, they viewed strategy as a whole and the position of the firm in market comparative to its competitors. Market-based theory of the firm is founded on the premise that; innovative firms endeavor to manipulate changing market conditions. Such market conditions are set to offer the original conditions, which govern the direction and quality of an organization's groundbreaking activities. The ability of any organization to customize its strategies with branded enablers and restraints in their environment are extremely influential to its competitive advantage [Askarany & Yazdifar, 2012].

Organizations need to develop strategies in response to the structure of the industry in which the organization is set to compete in order to gain a strategic competitive advantage. The market-based view strategy designs the company's policies and strategies based on the trends and the nature of the industry's environment. It helps in the selecting the market combination for the product in which the company utilizes its strategy. The strategy helps in designing the approach and the structure of the company based on the market analysis of the industry. During this phase, the focus was on the organization's internal environment plus the external factors. The firm's performance was extremely significant and dependent on the environment of the firm. In this sense, strategy was viewed in the industrial context as a whole and the position

of the firm in the market relative to its competitors. Organizations need to develop strategies that respond to the industrial structure in which within which organizations compete so as to acquire a competitive advantage. Firms normally make a general evaluation of their own competitive advantage through an assessment of the external environment [Bradley, 2008].
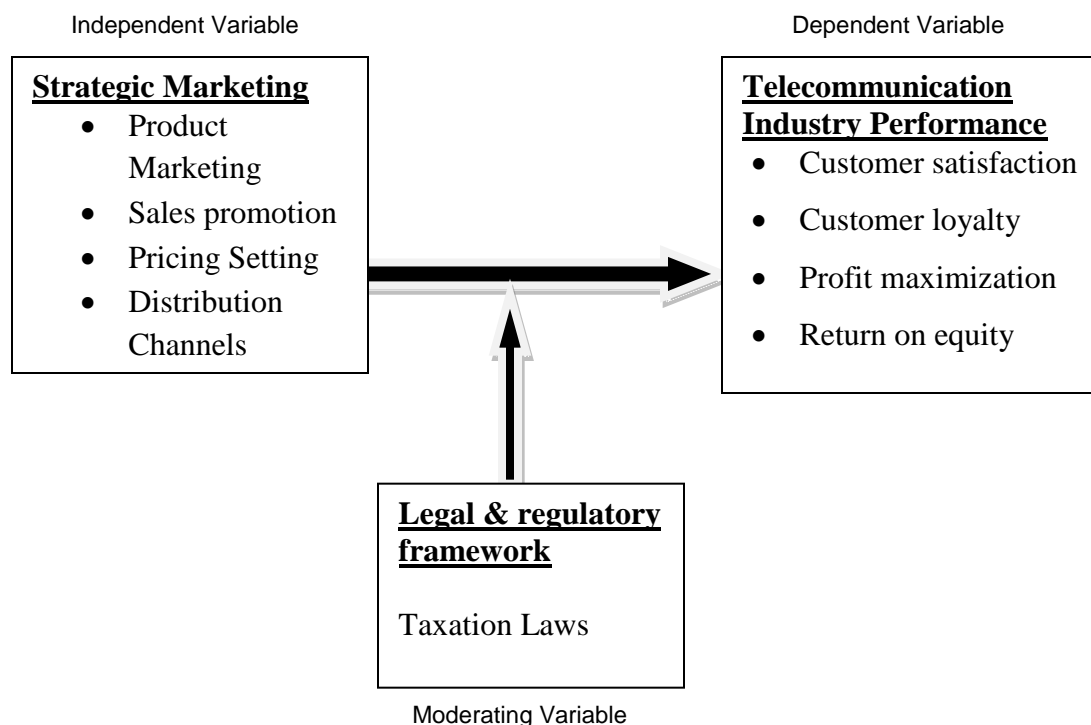
Independent Variable   Dependent Variable

Moderating Variable

Figure 1 Conceptual framework

Strategic marketing

This conceptual framework explains four significant attributes under the marketing strategy including product marketing, sales promotion, price setting and distribution channels. On the other hand, the communication and signaling of an organization's pricing strategy affects the distribution channel, which include competitors and customers, as well as the internal sales force [Varadarajan, 2010].

Every business must research and test its pricing to determine at which price point consumers will buy or consume enough product to yield enough total profits to justify price change. Similarly, sales promotion is an initiative undertaken by Organizations to promote and increase sales, usage or trial of a product or service [Muala & Qurneh, 2012]. Sales promotion refers to the provision of incentives to customers or to distribution channel to accelerate demand for a product. It is an important component of an organization's overall marketing strategy along with advertising, public relations and personal selling. Sales promotion acts as a competitive

weapon by providing an extra incentive for the target audience to buy or support one brand over the other. Its main aims are communication to create and maintain relationships by informing and persuading one or more audiences.

According to Hollensen, [2015] strategic marketing is the way a firm effectively differentiates itself from its competitors by capitalizing on its strength (both current and future potentials) to provide consistently better value to its customer than its competitors. Marketing strategies have been associated with the field of strategic management form its earliest foundations Hollensen, [2015]. The relationship between strategic marketing and the firm's performance is a key issue to the survival of the Organization. Marketing strategies can be qualified as a key to measure of Firm performance. It is a concept of identifying the reason why a company exists and how it can benefit target consumers over the long term cannot be divorced from organizational performance [Ward & Peppard, 2016].

According to Del Chiappa, [2013], Marketing strategies is a necessity to meet the demands of an increasingly complex and dynamic environment. Knowledge and evidence-informed decision-making are instrumental in marketing strategies; and entails getting focused on important goals, and involving others in achieving them. In all these cases, when the company is already aware of why it exists and has a clear marketing mix strategy on what to do when, how and where, there is absolutely no doubt such a strategy will have a direct impact into how the company will perform. Firms may utilize communication channels like newsletter, e-mails and podcasts in their new strategies marketing activities. The central objective of any company will be customer satisfaction so they may dominate the market and become leaders in their industry and thus providing substantial business.

Legal and Regulatory Framework

All regulatory outcomes including unbundling policies and mandated access prices are the effect of political and administrative processes, which can interact with the investment decisions of firms. This is crucial for the econometric modeling of the investments and known in the econometric literature as endogeneity problem. These political and institutional factors include governments' attitudes towards market regulations, electoral system, political systems (presidential vs parliamentary), accountabilities and independence of the regulatory agencies. One indication of the benefit of telecommunication investment is the strong correlation between telecommunication development and overall economic development [Bauer, 2010]. Del Chiappa, [2013], argued that Independent Regulatory Authority (IRAs) can be evaluated by looking at i) their impact on performance on the markets they regulate and capacity to strike a balance between possibly conflicting goals, ii) their capacity to produce high quality regulation

and iii) the extent to which they respect the accountability standards. According to the author, the first and second aims can be measured through an econometric analysis assessing the link between IRAs and a range of indicators of market performance (defined widely to include the interests of both firms and consumers) and regulatory quality, while the third needs an assessment on a case-by-case basis

Strategic Marketing and Organizational Performance

This way, the new forms of strategic marketing and corporate administration are then better understood giving a complete outline of the strategic thinking and business planning to its implementation in the telecommunications strategies. Justification of strategic marketing practice as my independent variable was set to expose the indispensable relationship between strategic marketing, business processes and techniques of working in the telecommunications world that allows the 21st Century business managers align their organizational, financial and technological innovations to warrant maximum degree of competitiveness across the new paradigm of interconnected global market. This knowledge will allow the 21st Century business managers align their organizational, financial and technological innovations to warrant maximum degree of competitiveness across the new paradigm of interconnected global market [Wambua & Mulyungi, 2019].

Contemporary strategic marketing practice is a completely a new paradigm shift that addresses the need for managers to have comprehensive knowledge of different technological innovations, tactical global markets, standard management plans and digital marketing tools of today's and future networks. Knowledge on strategic marketing practice provide the concrete foundations for innovation in the telecommunications business which is based purely on proper management and alignment of company strategies with those of the broader industry. While strategic marketing knowledge leads to the knowledge and skills on how the company is run, telecommunications lead to knowledge of possible network potentials and capabilities. When these two are connected the new management, space is created which links business administration and telecommunication management [Namusonge, Muturi & Olaniran, 2016]. This therefore, stamps the theoretical knowledge on the telecommunications well-connected to the methods and tools that are used currently plus the international experiences which are related to strategic marketing practices [Mutindi, Namusonge & Obwongi, 2013].

METHODOLOGY

This study applied descriptive and correlation survey design by collecting general information through administering questionnaire to the selected sample of respondents. This

design was appropriate since it provided an accurate account of characteristics of a particular event or scope of real-life situation [Kothari, 2004]. Both qualitative and quantitative data was collected in order to answer the question formulated for this study. The target population comprised of all Top and middle level, managers of mobile phone operator companies in Rwanda which include MTN and Airtel company Headquarter and branches managers within Kigali.

The sampling frame for this research included all the mainstream managers holding the top and middle level leadership positions at MTN and Airtel in Kigali that are involved in the core telecommunication business at either the corporate, business or functional level. These business units in the MTN and Airtel telecom include; marketing and communications, customer care, logistics, commercial, risk and strategy, information technology, human resource, finance and administration, network operations.

To determine a sample size for this research, the researcher applied a Slovene's formula, which is commonly used to calculate the sample size out of the study population (Cooper & Schindler, 2014). Slovene's formula: $n = \frac{N}{1+N(e)2}$

Therefore, $n = \frac{133}{1+133(5\%)2}$ n = 100 respondents

Cronbach's alpha was used in the study to determine the reliability of the tests. Cronbach"s Alpha measured the internal reliability of a set of related items. Specifically, it summarizes the extent to which sets of items were interrelated with each other (Hair 2006). First, questionnaires were randomly distributed and collected among 19 subjects and then its cronbach's alpha was obtained by the SPSS statistical software. The collected data was then extracted from the questionnaires and presented using tables, and figures while analysis and interpretation was done based on the frequencies and percentages of respondents' views in line with the research questions. This was done by help of the SPSS system based on percentages and frequencies of respondents' views. The coding of respondent's views was done in Ms excel program used to analyze and interpret the study figures. Finally, correlation analysis, factor analysis and regression model were applied to establish the relationship between strategic marketing and performance of telecommunication industry in Rwanda.

RESULTS AND DISCUSSION
Total Variance Explained for performance

Explained variance sometimes referred to as explained variation is used in research to measure the inconsistency and discrepancy between the said model and the actual data. Actually, it is part of the model's total variance that is explained by the different factors which are

essentially present and are not caused by the error variance. The higher percentage of explained variance indicates a strong strength of association. In essence, the percentage of the variance Colum gives the ratio that is expressed as a percentage of the variance accounted for by each component to the total variance among all the variables. This therefore implies that better predictions were made [Rosenthal & Rosenthal, 2011].

Table 1 Total Variance Explained for performance

Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.302	61.456	61.456	4.302	61.456	61.456
2	.732	10.463	71.920			
3	.533	7.612	79.532			
4	.438	6.251	85.783			
5	.413	5.906	91.689			
6	.350	4.997	96.686			
7	.232	3.314	100.000			
Extraction Method: Principal Component Analysis.						

Further, the high factor loading scores showed that all the items explained Performance of Telecommunication industry. The EFA extracted 1 factor with an Eigen value of 4.302 which is above the accepted value of 1 and cumulative extracted variance of 61.456 %. Thus, none of the items was dropped [Yong & Pearce, 2013].

Table 2 Strategic Marketing Descriptive Statistics

Opinion Statement	Mean	Std. D	N
The company always identifies one or more sustainable competitive advantages and allocate resources to explain them	4.08	.750	87
Our firm effectively differentiates itself from its competitors by capitalizing on its strength to provide consistently better value to customer than its competitors	4.18	.724	87
We have an overall game plan for reaching people and turning them to customers of the product or service that the business provides	4.11	.672	87
We have a long-term forward-looking approach to planning with the fundamental goal of achieving a sustainable competitive advantage	4.14	.650	87
We have a competitive Pricing strategy compared to our competitors	4.30	.701	87
The firm has always adopted the Sales promotion strategy to expand our market base	4.02	.747	87
The firm has always adopted the Advertising strategy to expand our market base	4.18	.674	87

Strategic marketing influences the performance of the Telecommunication industry in Rwanda also was sought by the study. The company always identifies one or more sustainable competitive advantages and allocate resources to explain them 4.08, Our firm effectively differentiates itself from its competitors by capitalizing on its strength to provide consistently better value to customer than its competitors 4.18, We have an overall game plan for reaching people and turning them to customers of the product or service that the business provides 4.11, We have a long-term forward-looking approach to planning with the fundamental goal of achieving a sustainable competitive advantage4.14, We have a competitive Pricing strategy compared to our competitors 4.30, The firm has always adopted the Sales promotion strategy to expand our market base 4.02 and The firm has always adopted the Advertising strategy to expand our market base 4.18. This symbolized that most respondents agreed to the statement marketing strategy is key in achieving telecommunication company's objectives.

Strategic Marketing Total Variance Explained

It is part of the model's total variance that is explained by the different factors which are essentially present and are not caused by the error variance. The higher percentage of explained variance indicates a strong strength of association. In essence, the percentage of the variance Colum gives the ratio that is expressed as a percentage of the variance accounted for by each component to the total variance among all the variables. This therefore implies that better predictions are made

Table 3 Strategic Marketing Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.630	66.136	66.136	4.630	66.136	66.136
2	.658	9.400	75.536			
3	.481	6.873	82.409			
4	.375	5.360	87.768			
5	.357	5.102	92.870			
6	.297	4.243	97.113			
7	.202	2.887	100.000			
Extraction Method: Principal Component Analysis.						

Further, the high factor loading scores showed that all the items explained strategic marketing. The EFA extracted 1 factor with an Eigen value of 4.630 which is above the accepted value of 1 [Yong & Pearce, 2013] and cumulative extracted variance of 66.136 %. Thus, none of the seven items was dropped.

Legal & Regulatory Framework factor analysis

Descriptive Statistics for Legal and Regulatory Framework

The research further subjected the variable legal and regulatory framework on the factor analysis tests. To that effect, the dimension of the data was reduced into more super-variables. The research utilized measures of central tendency especially the "mean" which was used to describe the central position of the frequency distribution. Similarly, the measures of spread including the standard deviation described how spread out or dispersed the scores are.

Table 4 Legal & Regulatory Framework Descriptive Statistics

Opinion statement	Mean	Std. D	N
Our employees are aware and adheres to the laws and regulations governing the telecommunications industry in Rwanda	4.03	.723	87
The laws and regulations favour the operation of our telecommunications industry in Rwanda	4.16	.680	87
The investments regulations do favour the operation of our telecommunications industry in Rwanda	4.14	.632	87
The firm is always able to comply with the tax laws in the country	4.14	.613	87
The company always comply with labour laws in the country	4.31	.653	87

This section of the analysis shows the descriptive statistics on Legal & regulatory framework. The results are reported in the above table. As presented in the Table below, our employees are aware and adheres to the laws and regulations governing the telecommunications industry in Rwanda 4.03, The laws and regulations favors the operation of our telecommunications industry in Rwanda 4.16, The investments regulations do favors the operation of our telecommunications industry in Rwanda 4.14, The firm is always able to comply with the tax laws in the country 4.14 and The company always comply with labor laws in the country 4.31. This suggests that the respondents mostly agreed that Legal & regulatory framework is a vital trait in the success of the firm.

Legal & Regulatory Framework Total Variance Explained

It is part of the model's total variance that is explained by the different factors which are essentially present and are not caused by the error variance. The higher percentage of explained variance indicates a strong strength of association. In essence, the percentage of the variance Colum gives the ratio that is expressed as a percentage of the variance accounted for by each component to the total variance among all the variables. This therefore implies that better predictions are made [Rosenthal & Rosenthal, 2015].

Table 5 Legal & Regulatory Framework Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.089	61.781	61.781	3.089	61.781	61.781
2	.722	14.440	76.220			
3	.486	9.716	85.936			
4	.416	8.323	94.260			
5	.287	5.740	100.000			
Extraction Method: Principal Component Analysis.						

The high factor loading scores showed that all the items explained strategic marketing. The EFA extracted 1 factor with an Eigen value of 3.089 which is above the accepted value of 1 and cumulative extracted variance of 61.781 % [Yong 2013]. Thus, none of the items was dropped.

Correlation Results

Statistically, correlation coefficient falls between -1.0 and +1.0 such that if the correlation (r) is positive, there is a positive relationship whereas if correlation (r) is negative, then the relationship between variables is negative. Further, if the correlation (r) falls within 0.00 to 0.10 then it is a negligible correlation; 0.10 to 0.39 means weak correlation; 0.40 to 0.69 infers a moderate correlation; 0.70 to 0.89 implies a strong correlation and 0.90 to 1.00 signifies a very strong correlation. Accordingly, bivariate correlation analyses were performed and correlation coefficients were generated to measure the strength of the link between the study variables [Field, 2000].

Table 6 Correlation Results

		Performance	Strategic marketing	Legal and regulatory
Performance	Pearson Correlation	1		
	p-value			
Strategic marketing	Pearson Correlation	0.846**	1	
	p-value	.000		
Legal and regulatory	Pearson Correlation	0.905**	.752**	1
	p-value	.000	.000	

From the results shown in table above, there is a positive and significant correlation between the independent variables and Performance of Telecommunication industry. From the results, Strategic Marketing is positively and significantly correlated with Performance of Telecommunication industry ($r = 0.846$**, $p<.05$).

Moderating variables showed a positive and significant correlation with Performance of Telecommunication industry. As revealed, Legal & regulatory framework ($r =0.905$**, $p<.05$) is

positively associated with Performance of Telecommunication industry. Based on the above results there is an indication of the linear relationship between all predictors on performance, hence the need to perform a more sophisticated model such as multiple regression model to show a cause-effect relationship.

Model Summary

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.715	.712	.53656025

From table above, the combined prediction of all the variables accounted for approximately 72% of the total variation in Performance of Telecommunication industry ($R2$ = .715 and Adjusted $R2$ = .712). Thus, the model was fit to predict Performance of Telecommunication industry using strategic marketing.

Analysis of variance

Table 8 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.529	1	61.529	213.718	.000[b]
	Residual	24.471	85	.288		
	Total	86.000	86			

The results in the table above indicates that the overall models were a good fit since the variables; Strategic Marketing, were found to have a value of F-statistic of 213.718 and the p-value was found to be 0.000 which is less than the critical value of 0.05.

Table 9 Hypothesis summary

Null Hypothesis	Decision criteria	Conclusion
H_1: There is No significant relationship between strategic marketing and performance of Telecommunication industry in Rwanda.	Reject the null hypothesis if p<0.05	The null was rejected since p-value was found to be < 0.05
H_2: There is no significant moderation effect of legal and regulatory framework on the relationship between strategic marketing practice and the performance of Telecommunication industry in Rwanda	Reject the null hypothesis if p<0.05	The null was rejected since p-value was found to be < 0.05

CONCLUSION

The indicators of strategic marketing include; product marketing, strategic sales promotion and strategic pricing and distribution channels. Descriptive statics was applied as a focal starting point for data analysis thereby organizing, simplifying and summarizing data for advanced inferential statistics. The research utilized measures of central tendency especially the "mean" which was used to describe the central position of the frequency distribution and the measures of spread including the standard deviation described how spread out or dispersed the scores were. The high factor loading scores showed that all the items explained strategic marketing.

The study found out that strategic marketing measurers had strong effect on the performance of telecommunication firms in Rwanda. The company always identifies one or more sustainable competitive advantages and allocate resources to explain them, the firm effectively differentiates itself from its competitors by capitalizing on its strength to provide consistently better value to customer than its competitors, we have an overall game plan for reaching people and turning them to customers of the product or service that the business provides, we have a long-term forward-looking approach to planning with the fundamental goal of achieving a sustainable competitive advantage, we have a competitive Pricing strategy compared to our competitors, the firm has always adopted the Sales promotion strategy to expand the market base and the firm has always adopted the Advertising strategy to expand our market base. It was discovered that digital marketing played a significant role to spur growth in both the telecommunication companies. It was clear that, without strategic marketing, the company would fall far below the competition line. From the results, Strategic Marketing was positively and significantly correlated with Performance of Telecommunication industry at ($r =$ 0.846**, ρ<.05). It focused on organizational performance, rather than no increasing sales. Strategic marketing linked the organization with the environment and viewed marketing as the responsibility of the entire organization rather than as specialized function. The two telecommunication companies were consistent with serving the needs of the target market within the framework of a long-term plan which was the key to achieving organizational goals and objectives.

RECOMMENDATIONS

This research recommends that; Policy should require that, Rwanda Utility and Regulatory Authority (RURA) ensures a successful evolution towards competing markets, regulate and properly supervise the relations between the incumbent telecom companies and the new comers, who are known to depend on the incumbent's services. Policy-makers should

ensure that the services of the regulatory authorities are periodically evaluated concerning performance of the market they regulate plus their ability to draw a balance between the possible conflicting goals and their ability to yield high quality regulations as well as the degree of adherence to the accountability standards. This is because, it is possible that some company operators hide and manipulate important information required for the evaluation process.

SCOPE FOR FURTHER STUDIES

This study was limited to one sector of the country. Thus, this study recommends that future research be directed to other sectors of the economy such as; public transport, airlines and learning institutions in order to be studied on a much broader perspective. Such a broader perspective on strategic marketing practices will raise a variety of interesting new research questions that would spark and expand a far-reaching understanding of strategic marketing practices beyond just one sector. There is need for a scientific investigation on how management and staff should breakdown larger strategic marketing goals into workable daily tasks in the telecommunications industry

The researcher also suggests that future researchers investigate the link between strategic marketing competences and telecommunications growth. The telecommunications industry often continues to experience sweeping transformation in new advanced marketing technologies which often renders existing marketing skills and competences obsolete.

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