MARKETING STRATEGIES AND CUSTOMER SATISFACTION: A CASE STUDY OF THE INSTITUTE OF EXECUTIVE COACHES – EAST AFRICA

BY

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA
STUDENT’S DECLARATION

I, Anne Wangondu, declare that this research project is my original work and has not been submitted to any other college, institution or university other than the United States International University Africa

Signed: ___________________________ Date: ___________________________

Anne W. Wang’ondu (ID. No 601201)

This research project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ___________________________

Dr. Joseph Ngugi Kamau

Signed: ___________________________ Date: ___________________________

Dean, Chandaria School of Business
DEDICATION

I dedicate my dissertation work to my family, who have walked with me on this journey. Special gratitude goes to my parents, Christopher and Mary Karue for their support and words of encouragement. My sister Catherine Karue for constantly keeping me on my toes.

I also dedicate this dissertation to my many friends who have supported me throughout the process.

Last and most important, I dedicate this work and give special thanks to my wonderful daughters Wanjiru and Wanjiku for faithfully praying for the project and keeping me encouraged throughout the entire Masters program. Both of you have been my best cheerleaders.
ACKNOWLEDGEMENT

Firstly, I would like to express my sincere gratitude to my advisor Dr. Joseph Kamau, for the continuous support of my Masters research, for his patience, motivation, and immense knowledge. His guidance helped me during the time of research and writing of this thesis. I could not have imagined having a better advisor and mentor for my study.

Besides my advisor, I would also like to thank Mr. Chumo for patiently guiding me in the Masters program.

My sincere thanks also goes to my fellow Executive Coaches who were open enough to respond to the questionnaire, without they precious support it would not be possible to conduct this research.
ABSTRACT

The study examined the relationship between the marketing strategies of cost leadership and differentiation on firm performance specifically customer satisfaction. In addition, it examined the various communication channels that can be utilized towards specific customers. The specific objectives of this study were to measure the current level of firm performance as evidenced by customer satisfaction and to suggest the marketing strategy and advertising channel that would lead to enhanced performance of the firm. Descriptive research was used in this study and both quantitative and qualitative data was collected using a self-administered questionnaire. The target population was the Executive Coaches trained and accredited by the Academy of Executive Coaches UK. A survey was conducted and only 41 respondents representing 66.2% of the target respondents participated in the study. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS). In regards to the Customer Satisfaction, less than a third of the respondents found the product to be useful, and slightly over a fifth found it to be ineffective.

Products/services most liked were CPD, Support on accreditation and Networking although only about 5% were aware of the products and services available from the Institute. Of these, only 25% agreed that the products were of high quality, 35% considered registration fees as high and majority were unsure (41%). Key factors proposed to enhance customer satisfaction were: visibility, professional development, high level trainings including experienced regional and international speakers, value for money, clarity about the vision, mission and value proposition, formalizing the profession, and supervision forums. Websites, e-brochure, professional seminars/talks, e-newspaper and breakfast meetings were the recommended strategies to enhance customer satisfaction.

The findings concluded that IEC-EA products were currently poorly positioned and hence the customers were dissatisfied. The organization needed to elevate the quality of product, price and purchase conditions to meet the customers’ expectations and create a positive relationship.
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CHAPTER ONE

1.0. INTRODUCTION

1.1 Background of the Study

Any research into the performance of a firm needs to consider the two key elements of profit and growth, which are key to the very existence of a business. In addition, ensuring business performance outcomes are satisfactory to stakeholders also determines continuation (Brito & Santos, 2012). Firms who are eager to sustain long term growth and overall success need to develop and implement solid competitive strategies to deal with an increasing uncertainty and dynamic business environment. These competitive strategies are aimed at giving the firm an understanding of the changes in the environment; clear view of the opportunities available to the firm and quick response to any barriers arising. The end result is one of greater maneuverability for the firm and increased market share leading to more profitability (Kehinde & Ikioda, 2011).

Businesses are therefore constantly looking to determine the factors for success and identify which are critical for them to stay ahead of the competition and create value for their customers (Kehinde & Ikioda, 2011). The success of a firm is monitored and analyzed using systems that measure the performance indicators. The management makes decision to introduce the indicators, which are then used to monitor and/or enhance the performance of a specific process (Franceschini, Galetto, & Turina, 2013). Some of the processes assessed include end of cycle results, levels of production, demand and operating efficiency. These are compared with previous figures to ascertain if there is an increase, decrease or stagnation.

If there is an increase in the process where increase was preferred, or a decrease in, where the preference was a decrease, then the impact is positive and vice versa. However if there is stagnation or no effect, then the impact is null (Franceschini, Galetto, & Turina, 2013). When a firm's performance indicators are negative, the business could be in trouble. Some of the signs that a firm is starting to lose value could be but not limited to inefficiencies in production, quality declines, inventory builds up, and sales.

If the company’s key underlying problems are not addressed urgently, then the
continuous erosion of value will lead to the loss of wealth and jobs though bankruptcy or a winding up of the business. Adversely affecting the company’s stakeholders namely owners, customers, employees and suppliers (Brito & Santos, 2012; Vance, 2009). On the other hand, the business could pass on to other owners who may continue operations more effectively (Vance, 2009). Performance, using accounting terminology is seen as a relationship between the incomes generated versa the expenditure, and it’s denoted in the Company’s yearly income and expenditure statement (Mokhtar & Wan-Ismail, 2012). There are two criteria by which performance can be measured: Objective, which uses figures such as total profit and sales of a firm; and Subjective, which uses the owner’s view of the business to measure the performance. It should be noted that the Subjective criteria of measurement is prone to error and can be biased. Therefore for this research, the measurement criteria will be Objective utilizing the sales figures (Mokhtar & Wan-Ismail, 2012).

Marketing performance relates to the marketing activities undertaken by a company within the production year and its overall positive impact on profitability. The objectives of the marketing activities is to have satisfied customers who will become repeat clients and also build customer loyalty ensuring that the company can charge a premium for their products because of the trust and perceived quality (Schramm-Klein & Morschett, 2007). Schramm-Klein and Morschett (2007) further outlines three dimensions to marketing performance.

First there is the creation and stimulation of demand, which is sales performance and has a direct bearing on the company’s revenue. The second dimension has to do with the marketing activities that encourage the customers to accept the product price increases which lead to increased potential sales volume and increases in realizable margin based on profit performance. Lastly, customer performance that relates to marketing’s effect on customer loyalty, which create long-term customer relationships and influence the long-term effect of customers’ value in the company. Mokhtar and Wan-Ismail (2012) supports Schramm-Klein and Morschett (2007) three dimension as objective, as it adheres to the narrowest concept of business when assessing overall performance based on strategies.

Generally, strategy can be defined as action plans that are utilized by an organization
specifically target company objectives with the end goal of achieving them (Varadarajan, 2010). They present a comprehensive statement of how an organization will go about to accomplish the short, medium and long term goals. A Marketing strategy that is derived from the overall broad company strategy is then a reflection of how the firm intends to achieve their marketing related objectives (Ebitu, 2014). Whereas Business strategy defines strategy at an individual business unit level within a corporation, there is difference in marketing discipline where strategy is concerned with all firm level issues, decision and problems within the marketing sphere (Varadarajan, 2010). In order to develop a successful marketing strategy to succeed, the company management need to have a good understanding of the following areas: firm’s strengths and weaknesses; business environment, what the opportunities and threats exist in the business environment; who the competitors are and their competencies and expertise vis a vis the organization (Kehinde & Ikioda, 2011).

The rising competitiveness within the business environment has led organizations to use various marketing strategies to help achieve their organization goals of long term profitability and sustainable business revenues. Evidence shows that overall company profitability is directly linked to the level of customer satisfaction. This has resulted in organizational strategy shifting towards the customer or end-user and how they interact with the organizational products or services and establishing long-term relationships (Al-Hersh, Aburoub, & Saaty, 2014)

Marketing is believed to be a critical success factor to the growth and ultimate survival of a firm and is therefore viewed as one of the most important aspects of a business (Mokhtar & Wan-Ismail, 2012). Marketing can be defined as the process an organization goes through in developing the concept of a product or service, implementing the idea, determining the right pricing model, selecting the promotion avenue and deciding on the distribution channels. The goal is to get the end user to consume the product, leading to sales, leading to performance and profitability (Mokhtar & Wan-Ismail, 2012).

Marketing is also not static but greatly dynamic. The reason being that since the marketplace is constantly changing and shifting, there are always new issues for companies to deal with. Marketers therefore must be come up with new and varied solutions to counter the challenges (Varadarajan, 2010). Such solutions are based on
strategic process either formal or informal planned or intuitive in a way that the management goes about searching for and adopting the best way to compete within their business environment (Weber & Polo, 2010). In different environment, companies mainly design, develop and implement their own marketing strategy based on the business environment within which they operate. However all marketing strategy broadly falls within the four Ps of Product, Placing, Packaging and Promotion (Ebitu, 2014).

Market dominance strategy is the action of ensuring that the companies products or services are at the top of competitor products and service at the marketplace (Ebitu, 2014). According to Alderson, from the 1950’s customers started to actively look for products and services that catered to their greatest needs and expectations opening up the market to opportunities to differentiate products and services to meet the customers’ satisfaction (Weber & Polo, 2010). The dynamism of clients needs, change in environment and the need for companies to be always flexible on its market strategy based on Product, Placing, Packaging and Promotion is capital, human capital and time intensive.

1.2 Statement of the Problem
Traditionally, a firm’s superior financial performance leading to profitability, growth and market value equaled to satisfied customers. This is the simple view of company performance and yet there are many more facets that determine companies overall long term success. The reason being that firm performance is not one-dimensional looking at financial performance but multi-dimensional encompassing all stakeholders; owners, customers, employees and suppliers (Brito & Santos, 2012; Vance, 2009).

What constitutes firm performance and how it is to be measured continues to create contradictions. This is mainly due to the different approaches to aspects such as time frame, duration and even performance indicators mix (Brito & Santos, 2012). While a wrong approach will cost a company loss of customer, capital, time and human resources. This research will contribute to this discussion by selecting Customer Satisfaction as the Performance indicators when examining the IEC-EA based on marketing strategies. This will include the following criteria: mix of products and services, number of complaints, re-purchase rate, new customer retention, general customers’ satisfaction, and number of new products or services launched (Brito & Santos, 2012, p. 103). These findings will contribute to the body of knowledge on marketing strategies based on customer
Further, with the dynamic industry and environmental changes that spur customers’ needs, demands, requirement and expectations, firm are struggling to acquire and retain their clients. The art of winning and retaining a client determines the customers’ satisfaction based on marketing strategy among others. Such strategies are capital, human and time intensive based on Product, Placing, Packaging and Promotion hence the need for each firm to conduct its own analysis. The findings will help IEC-EA since there are no literature on Marketing Strategies and Customer Satisfaction on IEC-EA.

1.3 Purpose of the Study

The purpose of this study is to examine the relationship between Marketing Strategies and Customer Satisfaction.

1.4 Research Questions

1.4.1. What is the level of Customer Satisfaction?
1.4.2. Which Product Strategy can be used to enhance Customer Satisfaction?
1.4.3. Which Promotion Strategy can be used to enhance Customer Satisfaction?

1.5 Significance of the Study

The significance of this study is to help Firms in formulating marketing strategies and use the most effective Advertising channel to enhance Customer Satisfaction.

1.5.1 The Institute of Executive Coaches – East Africa

This study findings will be submitted to the Board of the IEC-EA and will enable them decide on what they can do to increase the organization’s customer satisfaction based on the most effective marketing strategy preferred by its clients.

1.5.2 Other Professional Bodies

This study can be used as a re-evaluation tool to assess the success of their current Marketing strategies, with a view to enhancing their product/service offering to their members.

1.5.3 Current and Prospective Members of IEC-EA

This study is beneficial to the current members as their views and interests is captured and communicated to the management. The Prospective members will benefit from this
study, as they will find a richer and more attractive product offering from this professional body.

1.5.4 Future Researchers and Academia

This study adds to the current knowledge pool concerning marketing strategies for customer satisfaction. It also forms a point of reference and source of information for further study on this subject matter.

1.6 Scope of Study

The population of this research included Accredited Executive Coaches who graduated from the AoEC UK since 2009, and have automatic membership to the IEC-EA. The total population size as at September 2015 was 94 members. The sample population data was sourced from the IEC-EA database and solely focus on individuals within the Nairobi region, 86 members. Research was conducted in three months; October, November and December 2015.

There are several limitations to this study due to the time and mobility. For expediency, the selected population and sample only cover Executive Coaches who graduated from the AoEC UK, and live within Nairobi, Kenya. The research is developed for the Executive Coaching sector and therefore resulting generalizations are limited to Executive Coaches and cannot be extended to other products or services. On the responses, majority of the respondents did not respond as expected due to their unavailability; high mobility based on their assignments within the East Africa region and beyond. E-questionnaire was designed and administered.

1.7 Definition of Terms

Customer Satisfaction: defined in this study as comprising of the following: mix of products and services, number of complaints, repurchase rate, new customer retention and general customers’ satisfaction and number of new products/services launched (Brito & Santos, 2012).

Marketing Strategy: defined as the utilization of the traditional mix of product branding and improvement, pricing and price adjustments, placing or location, packaging and promotion (Ebitu, 2014).
Product Strategy: defined as the creation of the right product at the right place sold at the right price using the suitable promotions. It includes product/service innovations that are aimed at improving the performance of the product and thus customer satisfaction (Ebitu, 2014).

Promotion Strategy: defined as the way a firm advertises seeking to educate the consumers on the products offered and thus stimulate demand. It include the various tools such as social media, media, leaflets, brochures and more (Janetta, 2013).

1.8 Chapter Summary
This chapter introduced the performance of a firm and how negative measurements of some key indicators can point to an organization in distress. In addition this chapter revealed the purpose of the research, which is to measure the Customer Satisfaction in Professional bodies and what marketing strategies can be used to enhance it; A case study of the IEC-EA. The research questions to be investigated were also included, which are, to ascertain the current level of customer satisfaction within the IEC-EA; the marketing strategy and advertising channel to be used to enhance this level. Chapter Two and Three will focus on the Literature concerning this topic and the Research Methodology, respectively.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter provides an overview of the literature surrounding marketing strategies and customer satisfaction. Sections one through three will review areas relating to the research questions namely Customer Satisfaction, Product Strategy and Promotion Strategy respectively.

2.2 Customer Satisfaction

As early as the 1980s scholars were attempting to measure customer satisfaction by determining the key drivers that affected it. Understanding the basic principles of Customer Satisfaction have proved challenging even among the senior most managers. The concepts can be confusing and complex especially with the added desire to link any customer satisfaction research with an organization’s internal database and connect it to elements such as brand equity and loyalty. In his 2009 book, The Satisfied Customer, Prof Fornell mentioned that from his research discovered that the American Customer Satisfaction Index illustrated the most direct link between Customer Satisfaction and Business Outcomes. Although the patterns and linkages between Customer satisfaction and Business Outcomes has been proven, experience dictates that the strong correlation tends to be seen more over the longer run than within the short term. Market dynamics could also affect a proper analysis of these linkages as a change in elements such as pricing, promotions and offers and even the introduction of new products and services into the market segment may change satisfaction levels and/or business outcomes (Rao & Chandra, 2012).

In 1993 Oliver suggested in his study that customer satisfaction formed the basis of any organization’s marketing strategy because it determined overall success (Sabir, Irfan, Akhtar, Pervez, & Rehman, 2014). Customer Satisfaction can be described as follows: that feeling of having accomplished one’s individual inner desires. The feelings of elation or deflation that come from a comparison of the products’ perceived performance and expectations. In the case that the performance exceeds the expectations then customers feel satisfied. If the performance is less than what was expected then the customer is
dissatisfied. When the performance and expectation is matched then there is indifference or the customer is neutral (Al-Hersh, Aburoub, & Saaty, 2014). Early attempts at measuring customer satisfaction focused on trying to evaluate the operational drivers of satisfaction. However in the 1980’s the research turned towards more customer-oriented, as it was evident that Customer satisfaction was the key factor in repeating shopping and purchasing behavior (Al-Hersh, Aburoub, & Saaty, 2014).

2.2.1 Parameters of Customer Satisfaction
Customer satisfaction can also be described as the meeting of a set of parameters that the customers associate with satisfaction (Sabir, Irfan, Akhtar, Pervez, & Rehman, 2014). The attitude an individual, has post-product purchase, an end-users response towards the product and service at the precise moment of consumption also depicts customer satisfaction (Al-Hersh, Aburoub, & Saaty, 2014). Customer satisfaction continues to play a significant role in the success of every business whether it providing products or services. A company works at retaining their already existing customers and also expands its client base through sustained customer satisfaction. An organizations customer can therefore be said to be the best agents for ascertaining the success of a product or service. Thorsten and Alexander (1997) said that the most strategic factor in a company achieving competitive advantage is found in customer satisfaction. Lin and Wu (2011) added to this by linking customer satisfaction to long-term customer retention due to the high switching rate associated with unsatisfied customers (Sabir et al, 2014). Customer satisfaction can be said to be influenced by a comparison of what they expect from the product or service and what they experience as deriving from the consumption of said product or service (Al-Hersh, Aburoub, & Saaty, 2014).

It is also said that in order to get satisfied customers, the firm must first educate the consumer on how to be satisfied by the product delivering’s of the organization. This is through educating the customer in-depth on the products, how available the product is and what the best customer service looks like (Ferrell & Hartline, 2013).

It is also important to note that customer satisfaction can be evaluated by the consumers as a total experience that includes other factors that have little or nothing to do with the traditional elements of quality and value of the product such as warranties, toll free numbers or treating customers with respect (Longenecker, Petty, Palich, & Hog, 2012).

In addition, continuous Customer Satisfaction excellence has been discovered to be
related to operational design. This means streamlining the back office service operations to provide a seamless service experience every time (Ton, 2014).

2.2.2 Theoretical and Conceptual Frameworks of Customer Satisfaction

Various theoretical and conceptual frameworks have been developed around the concept of Customer satisfaction and have espoused measurement criteria; drivers as well as variables that can be used to determine Customer Satisfaction (Al-Hersh, Aburoub, & Saaty, 2014). For a business to be successful, whether it is dealing in a physical product or a service, it must satisfy their customers. This will be mainly in two ways: retaining its current customers and increasing its customer’s base significantly. Both the current and prospective customers are the stakeholders and the determinants of the product or services success (Sabir, Irfan, Akhtar, Pervez, & Rehman, 2014). In 2001 Parker Mathews described two fundamental ways of interpreting satisfaction; as a process or as an outcome. As a process, satisfaction could be viewed as the emotional response of the customer to his evaluation of the difference or not of his prior experience with the product and or service and his current experience. If the perception is that the prior experience was more satisfying than the latter, then the end result is dissatisfaction; if however the perception is vice versa then the end result is satisfaction (Al-Hersh, Aburoub, & Saaty, 2014).

The degree to which a customer is satisfied by the products or services offered can be measured by the way of a directed survey on an organization’s client base. To achieve an enhanced level of satisfaction firms can utilize marketing strategies, which can be targeted at the dimensions such as product, price, place and promotion (Ebitu, 2014). Traditional marketing strategies include the following: product branding and improvement, pricing and price adjustment, placing or location, packaging and promotion (Ebitu, 2014). One of the determinants of customer satisfaction is service quality, which is not an easy concept to quantify because it hinges on the evaluation of the user and the comparison of perception and actual experience (Sabir, Irfan, Akhtar, Pervez, & Rehman, 2014). A firm’s customers look to the organization to meet their needs and wants through the product and services produced. In order to accomplish this, companies must research and understand the customer expectations; they must also produce high quality goods that are perceived to be of great value. This will increase the willingness of the end-consumer to pay more for the product or service (Brito & Santos, 2012)
### Table 1.1: Performance Dimensions and Indicators Selected

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Selected Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profitability</td>
<td>Return on Assets, EBTIDA margin, Return on Investment, Net income/Revenues, Return on Equity, Economic value added</td>
</tr>
<tr>
<td>Market Value</td>
<td>Earnings per share, Stock price improvement, Dividend yield, Stock price volatility, Market value added (market value/equity), Tobin’s q (market value/replacements value of assets)</td>
</tr>
<tr>
<td>Growth</td>
<td>Market-share growth, Asset growth, Net revenue growth, Net income growth, Number of employees’ growth.</td>
</tr>
<tr>
<td>Employee Satisfaction</td>
<td>Turn-over, Investments in employees development and training, Wages and rewards policies, Career plans, Organizational climate, General employees’ satisfaction</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>Mix of products and services, Number of complaints, Repurchase rate, New customer retention, General customers’ satisfaction, Number of new products/services launched</td>
</tr>
<tr>
<td>Environmental Performance</td>
<td>Number of projects to improve/recover the environment, Level of pollutants emission, Use of recyclable materials, Recycling level and reuse of residuals, Number of environmental lawsuits.</td>
</tr>
<tr>
<td>Social Performance</td>
<td>Employment of minorities, Number of social and cultural projects, Number of lawsuits filed by employees, customers and regulatory agencies.</td>
</tr>
</tbody>
</table>

*Source (Brito & Santos, 2012, p. 103)*

From the table 1, there are six indicators that can be linked to overall Customer Satisfaction for both mix of Products and Services; the number of complaints; the rate of repurchase of the product or service; new customer retention; general customer satisfaction and number of new products or services launched (Brito & Santos, 2012).

Due to the dynamic nature of competition worldwide and the shifting desires, preferences and needs of consumers, firms must put resources into understanding their customer and
innovating the products and services to suit these needs. Customer satisfaction can therefore be regarded as a key success factor in the retention of customers, brand loyalty which lead to greater market share and overall company profitability (Al-Hersh, Aburoub, & Saaty, 2014). In this research, Customer Satisfaction was selected as the measurement of firm performance (Schramm-Klein & Morschett, 2007). It should however be noted that it is fairly difficult to measure the satisfaction of the customer. This is due in part to the varied emotional reactions from end users and the unit of measurement will depend entirely on individual businesses (Dudek-Burlikowska, 2011).

2.3 Product Strategy for Customer Satisfaction

The end result of all business ventures is a product or service. This product is how firms create and deliver value to their end users, which if executed correctly produces customer satisfaction (Saquib, Khan, & Ahmed, 2013).

One of the definitions of product strategies is that it’s the way a firm uses various products to achieve its organization goals. The strategy involves the following product items, lines, mixes and consistency/quality (Longenecker, Petty, Palich, & Hog, 2012).

Product strategy can be divided broadly into two categories: those concerning product penetration within a specialized market or one that focuses on both growth and protection from competitors (Paley, 2016).

An organization can employ various strategies concerning its product such as deliberating altering the attributes, reducing the unprofitable lines, expanding the breath and depth of the item, determining the ideal position or if all fails deciding to eliminate the product (Bose, 2010).

Organizations have long used focus groups as a method of research to understand customer requirements especially during the product development stage. This method enables the organizations to explore the emotional and psychological subtitles in understanding the roots of customer satisfaction (Ferrell & Hartline, 2013).

In a business environment that has become more competitive, companies must pay attention to the significance of quality of their product and services offerings. Consumers are now spoilt for choice by the wide array of fairly similar products to choose from and this forces the producers to create acceptable levels of product quality or lose out to the competition. The Customer then makes a choice of the product based on what will give the maximum the delivered value. The delivered value can be described as the difference
between the total value of the product and the cost at which he will have to pay (Dudek-Burlikowska, 2011).

2.3.1 Product Life Cycle
Involving the end user at inception and throughout the life of the product or service is essential to ensuring that the organization is listening to the customer. For Strategic purposes when examining market competition, focus needs to be on quality as it has a way of guaranteeing customer loyalty. Quality can be viewed from many angles as it affects all aspects of an individual’s activity and includes work and life, and is said to be the compliance with a particular specification. For this purpose, it shall be defined as the quality of a product or service (Dudek-Burlikowska, 2011).

The key success factor of any marketing campaign or activity is to attract new customers and increase their need and desire for a certain product or service (Ebitu, 2014). Therefore it is very crucial for marketers to ascertain the consumer’s expectations of the product or service in order to satisfy them (Ebitu, 2014). Customer quality demands can be determined by the answers customers give to these five questions: What can I expect, when I buy this product or service? Is this what I expected? Does this product or service measure up to my expectations, all the time? How much do I pay for the product or service? When will I get this product or service? (Dudek-Burlikowska, 2011).

In order to formulate an appropriate marketing strategy, Hofer in 1975 argued that it is important to know the stage the product is within its life cycle (Horvat, 2013). Customers tend to equate product quality and safety by what is known of the particular brand and the overall look of the product (Mohan & Aagasthiya, 2015). One of the marketing strategies implements perceived concerns of clients, the company’s product branding improves. This strategy is employed so as develop a product or service that can satisfy the customers, ensuring steady and increased sales and profits to the organization (Ebitu, 2014).

2.3.2 Consistency Theory
In 2007 Anderson explained an individual’s cognitive comparison between product expectations and product performance in the Assimilation approach to consistency theory. In addition, Mattila and O’Neill (2008) then elaborated about the dissonance that comes from the perception Vis a Vis the reality of consuming the product and how consumers use two techniques to resolve this. One, it reduce the resulting tension by lowering their
expectations for the product to the actual level of the products satisfaction. Secondly they minimize the overall importance of the product satisfaction thereby eliminating the discomfort felt during the experience. Both coping mechanisms may lead to depressed brand loyalty from lessened customer satisfaction (Ebitu, 2014).

However critics to this theory say that it assumes that there is an expectation for every product consumed that is used to compare to the satisfaction level when the product is actually consumed. It also assumes that customers are willing and able to adjust either the expected satisfaction or performance satisfaction for a product. Youjae in 2010 that a positive relationship between perceived expectation and actual satisfaction can be found through controlling the actual product performance. Meaning that dissonance may not occur unless the evaluation started with a negative consumer expectation (Ebitu, 2014).

2.3.3 Product Mix

According to Ebitu (2014), marketing strategies employed by organizations concerns the company’s product branding and improvement. Such strategies are discussed. Market leader is one of the strategies. The first element of market leader strategy is to ensure that the product or service is at the top of the market as compared to competitor products and services, thereby dominating the market and emerging market leader. The market leader will therefore channels its resources to areas such as brand proliferation, product diversification, unmatched customer service and corporate image through CSRs.

Marketing Mix is another strategy: A second element could be developing the right marketing mix to ensure the products and services satisfy the consumer needs. This must be through creating the right product at the right place sold at the right price using the suitable promotions. Innovations as a strategy may include product or service innovations that are aimed at improving the performance of the product and thus customer satisfaction. Lastly, expansion as a strategy involves a number of options according to Anyanwu (1999); horizontal integration aims to increase market presence by selling more of the existing product in the market while vertical integration concerns reducing costs of distribution to increase profit margins per product.

Further, diversification in marketing is key as it is the investment and development of new products, patents, and licensing. Similarly, intensification is key and focuses on increasing customer loyalty by offering incentives to existing and target consumers (Ebitu, 2014). Since satisfaction comes from the customer experiencing exceeded
standards, therefore the quality of the product or service and the price and purchase conditions play a big role. The quality relates to surpassing the expectation mark of the customer, whereas the price and purchase conditions look at areas such as the competence of the seller, the availability of the product and information about the product that is found at the place of purchase (Dudek-Burlikowska, 2011).

Products in service based organizations, the key elements in the mix include: people, processes and physical evidence. Also other product attributes such as image, prestige or brand, which fall under the symbolic and experiential, have also been found to have significant impact on customer satisfaction and differentiation. (Marketing Strategy) For instance in different cultures the relative importance of one product attribute may be high than in another. Therefore it is prudent for organizations to identify from the consumers perceptive the level or degree of importance of each attribute to the overall customer’s satisfaction (Kruger, 2016).

Conversely, when dealing with products categorized under luxury, the rules of product strategy will differ as the way value is defined goes beyond use or exchange value of standard products to a more symbolic value, which is social in nature (Kapferer & Bastein, 2012).

2.4 Promotion Strategy for Customer Satisfaction

Promotion can be defined as the various avenues a corporation uses to inform people about their products, educate them on the distinctive features of their product vis a vis the competitors and ultimately influence or persuade the customers to purchase the said product. Promotion is also used by organizations to maintain long-term relationships with their customers and build brand loyalty (Mahajan & Mahajan, 2015). Communication in promotion has the end-goal of either modifying or completely changing consumer behavior (Lamb, Hair, & McDaniel, 2013). Promotion can also be used to stimulate the demand for the product and make the customers believe they have made the right choice. It can be achieved by tools such as media, leaflets, brochures and more (Janetta, 2013).

Without Promotion, no product can succeed in the marketplace and organizations therefore need to use a combination of the five elements of promotion, which are advertising, personal selling, public relations, social media and sales promotions, to develop a well coordinated plan targeting the market. This plan is referred as an
organization's promotion strategy (Lamb, Hair, & McDaniel, 2013). Organizations may have differing objectives for the promotion strategy, which could then inform mix of elements used. For instances if the product’s distribution channel is through middlemen such as brokers or wholesalers then promotion may be through large purchase discounts, co-op advertising and special deals. It is therefore important on the onset to outline the specific goals for the promotional campaign and then prioritize which comes first. Once the goal is identified, then a clear description of what specific elements to employ (Smith, 2013)

The elements of the promotional mix will be determined by whether the organization is using a push or pull strategy, the type of product and the stage of the product’s life cycle (Solomon, Hughes, Chitly, Marshall, & Stuart, 2014). A Pull strategy is used by an organization to influence the end consumers to demand of the product from the retailers, who in turn stimulate the wholesalers to increase the stocks of the product from the manufacturer or organization. When using a pull strategy the firm will focus on using the promotion elements of advertising and sales promotions to stimulate the demand. This is typical of well-known brands, which have achieved high differentiation from the competitors and have a loyal customer base. The product is then “pulled” down the distribution channel (Mahajan & Mahajan, 2015).

In instances where the organization uses a push strategy, then the stimulation focus is on the distribution channel where the organization pushes the product through the wholesaler onto the retailers and to the end consumers. This would involve the use of a lot of personal selling and trade promotions to motivate the stocking and selling of the product. A push strategy is used when brand loyalty is low or non-essential and there is no loyal customer base (Mahajan & Mahajan, 2015). Having a better understanding of who your customer, both existing and prospective, is will help in the formulation of more effective communication ultimately leading to higher retention and acquisition rates (Wahab, Elias, Al Momani, & Noor, 2011).

2.4.1 Promotion Mix
Public relations can be defined as the marketing function used by organizations to help evaluate the current image and attitude customers have towards it. Then using the information gathered the organization can then educate the customers about its new
product offerings or changes to aid the current sales effort (Lamb, Hair, & McDaniel, 2013).

When using this element of promotion it is difficult to measure the singular impact of public relations on the increased demand for a product. This is in part because public relations is used as a support to other activities and so is hard to quantify and also there are no agreed metrics to gauge the effectiveness of a campaign (Solomon, Hughes, Chitly, Marshall, & Stuart, 2014).

Personal selling uses person to person or person to technology interface to attempt to influence the consumer to accept a particular point to view or take an action. Traditionally this involved leveraging the relationship developed between sales person and buyer, however in this electronic age, the relationship depends on the attractive and user-friendly elements of the company website to encourage the consumer to make a purchase of the said product.

Sales promotions are used to stimulate the market demand leading to increased sales in the short run. This is normally by the use of either free samples, contests, giveaways, coupons or tradeshows. If the organization has a major promotion then a combination of some or all these activities can be employed (Lamb, Hair, & McDaniel, 2013). A word of caution when using sales promotions, the consumers may tend to only buy the product during the low price or two for one deals and as such does not translate to long-term customer loyalty (Solomon, Hughes, Chitly, Marshall, & Stuart, 2014).

Social Media is a tool that is used to communicate with customers or potential customers online. This tool brings empowerment to the end users who can communicate to each other and to the organization about their needs, likes and dislikes. Various aspects of Social Media include blogs, micro blogs, vlogs, podcasts, vodcasts and social networks such as Facebook and LinkedIn. Firms use this avenue mainly to manage their image, connect with their consumers and generate interest and demand for their products (Lamb, Hair, & McDaniel, 2013).

Advertising can be said to be the conveying of crucial information about an organization’s products and services to the end user using different media or channels. The aim is to create advertising effects such as brand awareness and product loyalty leading to increased purchases. (Chang & Chang, 2014). However, when marketing
products and services relating to professional bodies, consideration must be taken into the
distribution and communication channels that would best suit the targeted customers.
Products and services that require the seller to “push or encourage” the client to purchase
may benefit more from response media such as directed emails (Rossell, 2009).

Due to the great strides made in technology in the recent past, most organizations have accepted that the internet has become the most direct channel of communication and advertising when it comes to introducing products and services to consumers (Chang & Chang, 2014). According to Mirchevska and Sekulovska (2013), the Internet is a multifaceted and acts as a communication channel for advertising but can also act as a distribution and transactional channel making it easier for the consumers to access and purchase the product or service. This makes it an ideal channel for communication, advertisement and e-commerce.

However, more companies are looking to social media and social networks as an essential avenue through which to increase their organizational visibility and reach their prospective clients. With a daily increase in social media users, companies have seen the importance of including or even prioritizing the Internet in their communication strategies (Ros-Diego & Castello-Martinez, 2011). The benefits of social media being part of overall company advertising strategy include the cost effectiveness. The message to consumers can be targeted to various niches; it can also be segmented with the groups to more specific needs and interests. The consumers also have the ability to interact with the brand through social media and give the organization real-time measurements on interest and uptake (Ros-Diego & Castello-Martinez, 2011).

New digital environments such as: websites, blogs, vlogs, mobile marketing, etc., are based on customer interaction and work best for companies whose have a customer-first philosophy. This is principally due to the fact that the social branding, message personalization, segmentation and subscription come all target customer engagement with the product, service and organization, leading to customer satisfaction and increased sales. (Ros-Diego & Castello-Martinez, 2011)

2.4.2 Disadvantages of the Promotion Elements
Public relations is an effective tool and can be used to enhance the corporate image through the varied avenues available for example using famous personalities to identify with the product or organization. However its effect is short term and costly, and could end up being detrimental to the overall brand image. With Advertising, numerous advertisements are constantly bombarding the consumers so chances that a costly advert will be forgotten by the target audience is high. In addition a large part of the viewing audience may not be part of the organization’s target audience. In some instances, where professional services are concerned, advertising may be considered to be unethical or even unlawful. Sales promotions provide the challenge that price related discounts might have a negative effect on the overall brand and company image. They are also relatively easy to replicate by a competitor (Chandraseker, 2010).

2.5 Chapter Summary
In this chapter, the study focused on relevant literature around the research questions namely the theoretical models of organizational performance and the key indicators that measure firm performance. In addition, the literature reviewed the various marketing strategies based on different thought leaders; the growth and competitive marketing strategies. The chapter also looked at the new communication channels available to organizations for use in their marketing efforts. Chapter Three discuss the Research Methodology used; preparation, fieldwork, data collection and how the analysis was done.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes the research methodology used in this study to answer the research questions stated in chapter one. The chapter content includes, the research design, population and sampling techniques, data collection methods, research procedures, data analysis, and presentation.

3.2 Research Design
Research design can be defined as the way the researcher will go about answering the stated research questions (Sanders, 2012). Yin (2004) says that by using descriptive studies, the researcher will be able to get an in-depth understanding of subject matter. This is through answering the questions of how and why’, which facilitate in the meeting of the study objectives (Mwambota, Njuki, Okoth, Rono, Haji, & Musyoka, 2013).

This study adopted a descriptive design sort to investigate the marketing strategies of product and promotions and their effect on Firm Performance, specifically Customer Satisfaction within the IEC-EA. The design was appropriate for this study as it answered the questions; how, which, and what on the customer satisfaction based on the research questions. In addition, the study utilized mixed method incorporating quantitative and qualitative research.

Qualitative research is associated with an interpretive philosophy (Lincolin, 2005). Interpretive philosophy means that the researcher has to use subjectivity to make sense of the socially constructed meanings. According to Sanders (2012) and Yin (2004), there is a need to operate within the natural setting to access the deeper meaning and understanding of the data collected, by using open ended questions in the data collection instrument, to record any additional explanations given by the respondents. Further, there are various strategies used with this type of research and for the purpose of this study, case study on the IEC-EA was used.
Quantitative research is used to examine relationship between variables and is normally associated with a deductive approach to the research questions. The numeric data garnered from the questionnaire as the data collection instrument was used to test the theory relating to the performance level of the IEC-EA. In addition the data was used as an inductive approach to develop theory such as what emerges as the top marketing strategy and communication channel to enhance the current level of performance specifically in Customer Satisfaction at IEC-EA (Sanders, 2012).

The survey method was appropriate for this study as it facilitated the collection of data from a large population. It also makes it easier for the researcher to develop a questionnaire that will allow for the generalization of the findings (Malhotra, 2010).

3.3 Population and Sampling
3.3.1 Population

The population of a research study is the all the group members relevant to the case (Sanders, 2012). For this study the population will consist of all the Executive Coaches accredited by the AoEC, UK in Nairobi, Kenya, which as of September 2015 was 86 in number.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sampling frame is used in probability sampling and is defined as the complete list of all the members or cases that are in the study population. From this list a sample is derived (Sanders, 2012). For the purpose of this business research the researcher shall use a non-probability method of sampling the study population. In a non-probability sampling, the techniques used to select the sample size have an element of subjectivity and the researcher uses their judgment (Sanders, 2012).

The researcher will also use the inclusion-exclusion criterion so as to ascertain that only Executive Coaches that are trained and accredited by the AoEC (UK), and work within the Nairobi region in Kenya will be included in the sample.

3.3.2.2 Sampling Technique

Unless the researcher is using the census method for data collection, there is need to use a more manageable population size to conduct the research. The method of determining this
sample size is referred to as the sampling technique and it is divided into two techniques: probability (representative) or non-probability (Sanders, 2012). The researcher used non-probability sampling because the process to select the cases that will be included in the sample are far easier, quicker and cheaper than using the probability method (Sanders, 2012).

Under the non-probability technique of Volunteer sampling, this study used self-selection to determine the sample size. In self-selection the researcher publicizes the need for respondents and collects data from those who respond (Sanders, 2012). This was based on the fact that the respondents were unavailable due to the nature of their work; majority are given assignment within and outside east African hence challenging to reach all of them. Process used to select the respondents was based on availability of the respondents within the three months of the study; October, November and December 2015.

### 3.3.2.3 Sample Size

Several authors have explained sample size differently. According to Mugenda and Mugenda book on Quantitative and Qualitative approaches to research, a sample size of 10% of the study population can be used to draw general conclusions on the entire population (Mugenda, 2003). However to use this sample justification would mean a sample size of between 8 and 9 respondents. According to Guest, any sample size below 12 cases would not be sufficient as the population is drawn from a heterogeneous population (Guest, 2006). Furthermore Mark Sanders has a different view; based on heterogeneous population, sample size should ideally be between 12 and 30 respondents (Sanders, 2012). His summary is outlined below in table 3.

The study used a non-probability design, through the census method of selecting all the available members of IEC-EA who work within Nairobi, Kenya. Before the distribution of questionnaire, the researcher ascertained that 62 out of the total of 86 members were present and working within Nairobi, Kenya and reachable via email or phone call. Therefore the sample size for the research was 62 respondents.
Table 3.1: Minimum Non-probability Sample Size

<table>
<thead>
<tr>
<th>Nature of study</th>
<th>Minimum sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semi structure/in-depth Interviews</td>
<td>5-25</td>
</tr>
<tr>
<td>Ethnographic</td>
<td>35-36</td>
</tr>
<tr>
<td>Grounded theory</td>
<td>20-35</td>
</tr>
<tr>
<td>Considering a homogeneous population</td>
<td>4-12</td>
</tr>
<tr>
<td>Considering a heterogeneous population</td>
<td>12-30</td>
</tr>
</tbody>
</table>

*Source (Mark Sanders, 2012)*

3.4 Data Collection

Questionnaire was the main tool for data collection in this researcher. In business and management research, the questionnaire is used greatly for surveys (Sanders, 2012). Further, a self-administered questionnaire assists to enhance self-reporting on the samples opinions, attitudes, beliefs and values (Mwambota, Njuki, Okoth, Rono, Haji, & Musyoka, 2013; Sproul 2008). Questionnaires are defined as all the methods used in data collection, where each person or respondent is asked to answer to the same set of questions that are put in the same predetermined format (deVaus, 2002). However, creating a good questionnaire is not easy and care should be taken to ensure that it would collect the precise data that is required to answer the stated research questions (Bell, 2010).

This study utilized a two-section e-questionnaire to collect data. The first section consisted of demographic information such as the age, gender, income, and education of the respondent. The second section asked questions concerning the respondent’s knowledge of the products/services offered by the IEC-EA; the level of satisfaction with their interaction with the Institute and suggestions of what can be done better. The last part of section two explored the respondent’s view of the various communication channels. The e-questionnaires were used due to the physical unavailability of the respondents. The e-questionnaire was sent to all the available IEC-EA members via emails with respective reminders through emails and mobile number.
3.5 Research Procedure

Mark Sanders (2012), detailed the research procedure as follows: to ensure that the main outcome of this study is explanatory; Subdivide each research question into more specific investigative questions that I will need to collect data on; Identify the variables that I need to collect data on, to answer each research question exhaustively; Establish the level of detail required for each variable from the data collected; Develop the measurement questions for each variable; Carefully design the individual questions in the questionnaire; Create a clear and pleasing layout of the questionnaire; Give a lucid explanation of the purpose of the questionnaire; Have a pilot testing of the questionnaire; Plan and execute the delivery of the questionnaire to the respondents and Collect all the completed questionnaires.

The researcher obtained permission to collect data from USIU-A upon approval of the proposal. A pilot of the questionnaire was conducted with five people including; a friend, IEC-EA member, supervisor, and an analyst. This was to ensure the objectives of the study were captured and error on the tool minimized. Suggested corrections were implemented on the final tool used in data collection based on the pilot study.

The researcher contacted all the IEC-EA members who were available, informed them of the study and sent the e-questionnaire on their emails. With the formative of google form, the researcher was able to monitor all the questions filled and returned. Weekly reminder was sent to all the respondents for the first three weeks followed by telephone reminder in the 5th and 6th week respectively.

For the first week, only 4 responded followed by 13 in the second week, 4 in the third week and none (0) in the fourth week prompting the reminder using telephone conversation. By the end of November, the response stagnated at 38, and last reminder only gave three more resulting to total of 41 responses. With the lapse of the time given for the study and communication from some members that they were not able to participate in the study, the researcher closed the data collection section. Major reason given by those unable to participate was they were new to IEC-EA hence unable to give any valid information on IEC-EA services.
3.6 Data Analysis
Data analysis is the procedure of processing the raw data into information that can be used for decision-making. (Sanders, 2012). The first step was to transfer the data from google form to excel sheet for cleaning; detects errors, omissions and corrected them. Only one response was eliminated was it was partially done hence not objective.

Cleaned data was transferred to SPSS Version 20 for coding and analysis. According to Schindler (2001), coding is giving numbers or symbols to the responses for ease of grouping later. Data was analyzed using descriptive statistics based on the objectives. Output is presented in chapter four using frequency tables and figures.

The descriptive statistics such as mode, mean, skewness, percentages and frequencies was used and output presented in tables and figures. Qualitative data was organized into categories based on the themes used in analysis. The descriptive statistics was mainly used because most of the variables were categorical and qualitative in nature.

3.7 Chapter Summary
This chapter detailed the research design used in this study, which is descriptive research. The study used mixed method research; both qualitative and quantitative. The survey instrument used was self-administered e-questionnaire phased into two sections; demographic data and objective data based on the objectives. A total of 62 Executive Coaches were involved in the study but only 41 gave their responses. Analysis was done using SPSS V20 and findings are presented in following chapters.

Chapters Four and Five will report the results/findings of the survey and the discussions/conclusions respectively.
CHAPTER FOUR

4.0. DATA ANALYSIS AND PRESENTATION

4.1 Introduction
This chapter presents the findings of the study based on the analyzed data. The presentation is though figures and tables for descriptive statistics. Data was collected from all the coaches through an e-questionnaire; the target response was 62 but only 41 respondents representing 66.2% of the target respondents.

4.2 Demographics

Based on gender, female were the most members of IEC-EA at 70.7% (29) while male were 29.3% (12) as indicated in the following figure 1;

![Gender](image)

**Figure 4.1: Gender of Respondents.**

The mean age of the respondents was 44.6 years and the mode of 43 years. The youngest was 27 years and the oldest was 59 years. Based on the marital status, 75% of the respondents were married, 20% were single and only 2.5% were divorced and separated evenly as indicated in table 4.1 that follows.
Table 4.1: Marital Status of Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divorced</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Married</td>
<td>30</td>
<td>75</td>
</tr>
<tr>
<td>Separated</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Single</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

On the level of education, 85% were master’s degree holders 10% had bachelor’s degree and only 5% had technical training. Other professional qualifications were AOEC, HOGAN, Certified Change Practitioner, Corporate Trainer, CPA (K), CPS, Advocate, doctoral research, and higher diploma in Human Resource among others. The highest level of education is presented in following figure.

Figure 4.2: Highest Education Level

Based on the duration at their current profession, majority were 15 years with the mean of 12 years, the least duration being one year and the longest being 30 years. Concerning how long they have been members of IEC-EA, the mean was 2.2 years and majority have been members for only 1 year. New members had not finished one year while there are those who had been members for 7 years. The distribution of as indicated in table 2 below.
Table 4.2: Duration of Membership of IEC-EA.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>5</td>
<td>12.2</td>
</tr>
<tr>
<td>1</td>
<td>7</td>
<td>17.1</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>4.9</td>
</tr>
<tr>
<td>3</td>
<td>2</td>
<td>4.9</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>2.4</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>4.9</td>
</tr>
<tr>
<td>5</td>
<td>3</td>
<td>7.3</td>
</tr>
<tr>
<td>7</td>
<td>1</td>
<td>2.4</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>56.1</td>
</tr>
<tr>
<td>System</td>
<td>18</td>
<td>43.9</td>
</tr>
<tr>
<td></td>
<td>41</td>
<td>100</td>
</tr>
</tbody>
</table>

Majority of the Executive Coaches were employed, 62.5% (25), followed by the self-employed at 30% (12), those who were out of work but currently not looking for work while they have not retired were 5% (2) and only 2.5% (1) was out of work and looking for work. Table 4.3 shows this.

Table 4.3: Respondents Employment Status

<table>
<thead>
<tr>
<th>Employment Status</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>25</td>
<td>62.5</td>
</tr>
<tr>
<td>Out of work and looking for work</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Out of work and not currently looking for work (not retired).</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Self-employed</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

The role of the respondents in the industry varied; 58.5% were in senior management, followed by 17.1% who were in middle management, 14.6% in other category of management and only 2.4% were in junior management. This shows members were from different level but majority in high-level management. Of those employed, most were
from the private sector (74.07%), followed by not-for-profit (14.81%) and public sector (11.113%).

**Table 4.4: Organization Respondents Work For**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not-for-Profit</td>
<td>4</td>
<td>14.81</td>
</tr>
<tr>
<td>Private sector</td>
<td>20</td>
<td>74.07</td>
</tr>
<tr>
<td>Public sector</td>
<td>3</td>
<td>11.11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>27</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

When asked to state their current income level for both employed and unemployed, 43.9% were earning over Kes 500,000 followed by those who earn between Kes 400,001 to 500,000 and 300,001 to 400,000 evenly at 9.8% each. The forth in ranking were those who earn between Kes 200,001 to 300,000 at 7.3%, the fifth earned between Kes 100,001 to 200,000 and under Kes 50,000. It’s important to note, nearly a quota (24.4%) of the respondents didn’t answer this question. Figure indicated this:

**Figure 4.3: Respondents Earning**

The knowledge on IEC-EA is key. When asked to state how they learn about IEC-EA, avenue listed by respondents were; being a founder member, advertisements in media, coaching network, AoEC classes, alumni and during AoEC graduation, direct contact by
IEC-EC, though the career connection, the chair of IEC-EA, word of mouth and others during the admission of this questionnaire.

4.3 Level of Customer Satisfaction

Customers view on product offered by a client is key on his/her satisfaction. When given a list to pick all the description of IEC-EA product; reliable, unreliable, high quality, poor quality, useful, unique, overprices, effective and ineffective, 28.1% stated the product as useful, followed by ineffective at 21.9%, high quality at 12.3% while the rest were below 10% as indicated in figure 4.

![Figure 4.4: IEC-EA Product Description.](image)

Customers’ positive perception on products and positive feedback is key. When asked to state at least two things liked most about the IEC-EA, key factors mentioned were: ‘Active engagement/participation/involvement of Executive Coaches Thought Leadership’, ‘Business development opportunities Professional networking’, ‘Interacting with fellow coaches’, ‘It brings credibility to coaching practice and a platform to speak in one voice.’ ‘It's a community of professional coaches’, ‘I can share and learn from them. I can learn the new trends in coaching there.’ ‘Networking opportunity’, ‘Potential for Coach Networks and Potential for influencing policy’, ‘Professionalism in running the programs and Quality of the coaching’, ‘Quality of content’, ‘The aspiration to bring together executive coaches’, ‘The networking and support supervision offered’, ‘Visibility and building professionalism’.
Similar to what clients liked most about IEC-EA specifications were sort on specific products/services most liked and offered by EAC-EA. When asked to state two products/services liked most were, CPD, support on accreditation in terms of knowledge, Networking, Supervision Webecs, Support supervision and System of CPD Issue of practicing. However, only 5% were able to respond to this are others stated they were not aware of these services/products.

The response on product/services offered was also reflected when respondents were asked to rate different items: on products/services conversant, ‘I am well conversed with products/services offered by IEC-EA’ 85.7% were not (52.4% strongly disagreed and 33.3% disagreed). Only 9.5% were conversant with products/services offered by IEC-EA. On quality ‘IEC-EA products/services are of very high quality’, 62.6% were against (18.8% strongly disagreed and 43.8% disagreed). Only 25% rated the products/services as of quality. However, without the knowledge/conversant of the product or services offered by IEC-EA, it remains hard to rate the quality.

As indicated in table 5, other items with negative rating were value for money on products/services offered by IEC-EA. On the statement ‘I get value for my money on products/services offered by IEC-EA’ 55.6% were against (16.7% strongly disagreed and 38.9% disagreed). A higher percentage (38.9%) were also non-objective and remained neutral while only 5.6% agreed they get value for their money.

There was also a high agreement on membership fees; 35.3% rated the membership fees as high while 41.2% were unsure. On whether the word ‘WELL-MADE’ highly describes the products/services offered by the IEC-EA, 50% of the respondents were unsure while 25% disagreed and 18.8% strongly disagreed. Similarly, higher percentage (47.1%) of respondents were unsure on the statement ‘The word ‘INNOVATIVE’ does not describe the IEC-EA products/services’; 23.5% agreed, 17.6% disagreed, and 11.8% strongly disagreed. Table 5 summarizes all the respondents’ opinions as outlined.

With the knowledge of how members of IEC-EA rates the products/services and their
Table 4.5: Opinion on IEC-EA

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am well conversed with products/services offered by IEC-EA</td>
<td>52.4</td>
<td>33.3</td>
<td>4.8</td>
<td>9.5</td>
<td></td>
</tr>
<tr>
<td>IEC-EA products/services are of very high quality</td>
<td>18.8</td>
<td>43.8</td>
<td>12.5</td>
<td>25.0</td>
<td></td>
</tr>
<tr>
<td>Membership fees for IEC-EA is high</td>
<td>23.5</td>
<td>41.2</td>
<td>35.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I get value for my money on products/services offered by IEC-EA</td>
<td>16.7</td>
<td>38.9</td>
<td>38.9</td>
<td>5.6</td>
<td></td>
</tr>
<tr>
<td>The word ‘WELL-MADE’ highly describe the products/services offered by the IEC-EA</td>
<td>18.8</td>
<td>25.0</td>
<td>50.0</td>
<td>6.3</td>
<td></td>
</tr>
<tr>
<td>The word ‘INNOVATIVE’ does not describe the IEC-EA products/services.</td>
<td>11.8</td>
<td>17.6</td>
<td>47.1</td>
<td>23.5</td>
<td></td>
</tr>
</tbody>
</table>

perception, knowing what a client wants when searching for a product is also key. When asked to rank price, brand, innovation, quality and value between 1 and 5 (1 being most important consideration and 5 least important) when considering membership to professional firms, there were similarly based on mean comparison. Price, Brand, and innovation had equal mean of 3 and median of 3 while quality and value had equal mean of 2.64 and median of 2. This shows preference is based on quality and value followed by brand, price and innovation.

Table 4.6: Mean Preference on Professional Bodies

<table>
<thead>
<tr>
<th></th>
<th>Price</th>
<th>Brand</th>
<th>Innovation</th>
<th>Quality</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>2.955</td>
<td>3.000</td>
<td>2.955</td>
<td>2.636</td>
<td>2.636</td>
</tr>
<tr>
<td>Median</td>
<td>3.000</td>
<td>3.000</td>
<td>3.000</td>
<td>2.000</td>
<td>2.000</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.9501</td>
<td>1.5374</td>
<td>1.4302</td>
<td>1.7606</td>
<td>1.8138</td>
</tr>
<tr>
<td>Skewness</td>
<td>.097</td>
<td>-.247</td>
<td>.087</td>
<td>.385</td>
<td>.443</td>
</tr>
<tr>
<td>Std. Error of Skewness</td>
<td>.491</td>
<td>.481</td>
<td>.491</td>
<td>.491</td>
<td>.491</td>
</tr>
</tbody>
</table>
On the requirement for IEC-EA, respondents were asked to rate as something that coaches might want or something that coaches might need; 74% stated as something that coaches might need and 26% as something coaches might want. Figure 4.5 outlines this.

![Figure 4.5: IEC-EA as Needs or Wants](image)

With the understanding of clients view on IEC-EA products/services and classification as something that coaches might need, respondents were asked to rate their preference on the following. Convenience of body, ‘How important is convenience when choosing this type of product/service (membership to professional firms)?’ 40% rated as important and 25% as very important with the summation to 65%. Only 10% considered convenience as not at all important and 15% as least important. On expectation when joining IEC-EA, ‘What was your view/expectation on IEC-EA products/services when you were joining IEC-EA’ 61.1% stated as important and 5.6% as very important (66.7% as the summation). Only 5.6% expectation and view of IEC-EA products/services were not important and least important evenly.

In comparison of expectation at the beginning (before joining or at the time of joining) and current view (as a member), respondents were negative. When asked to rate their current view on IEC-EA products/services as a member, 35.3% rated as least important, 23.5% as not at all important while 29.4% as fairly important. Only 11.8% rated as important. Similarly, the rate on features and benefit of IEC-EA was poor compared at the time of joining or before joining; 23.5% as least important, 17.6% as not at all important,
47.1% as fairly important and 5.9% as important and very important evenly. However, despite the discrepancy on expectation and satisfaction of clients, there is high percentage of clients on the middle who are either undecided or rate the current products/services as fairly important hence can be easily influenced.

**Table 4.7: Client Satisfaction: Before and Current.**

<table>
<thead>
<tr>
<th></th>
<th>Not at all important</th>
<th>Least important</th>
<th>Fairly important</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>How important is convenience when choosing this type of product/service (membership to professional firms)?</td>
<td>10.0</td>
<td>15.0</td>
<td>10.0</td>
<td>40.0</td>
<td>25.0</td>
</tr>
<tr>
<td>What was your view/expectation on IEC-EA products/services when you were joining IEC-EA?</td>
<td>5.6</td>
<td>5.6</td>
<td>22.2</td>
<td>61.1</td>
<td>5.6</td>
</tr>
<tr>
<td>What is your current view on IEC-EA products/services as a member?</td>
<td>23.5</td>
<td>35.3</td>
<td>29.4</td>
<td>11.8</td>
<td></td>
</tr>
<tr>
<td>How do you classify the features and benefits of the IEC-EA</td>
<td>17.6</td>
<td>23.5</td>
<td>47.1</td>
<td>5.9</td>
<td>5.9</td>
</tr>
</tbody>
</table>

**4.4 Product Strategy to Enhance Customer Satisfaction**

In order to understand the areas of improvement, respondents were asked variance questions based on their interaction with IEC-EA. On how they contacted IEC-EA in their most resent interaction, 17.1% stated they used internet, 12.2% used telephone while 9.8% contact in person. Most respondents (61%) indicated they had not contacted IEC-EA in recent time.
Figure 4.6. How did you Contact IEC-EA?

When asked to rate IEC-EA representatives based on how they were served, only 19.5% rated as appear knowledgeable and competent (9.7%), Quickly identify the problem (2.4%), Handle issues with courtesy and professionalism (2.4%), Help you understand the cause and the solution to the problem (2.4%). Based on the minimal number, the findings were not able to further analyze the exact services sort, challenges, duration of service, and proposed solutions to each challenge.

The general rating on satisfaction with customer service experience were 33.3% as strongly disagree, 8.3% as disagree and 16.7% as agreed. Majority of respondents (41.7%) were neutral. When collapsed into three measures, 41.6% (strongly disagree and disagree), 41.7% neutral and 16.7% as agree. This show the respondents are not satisfied with the customer service experience.
On the process of getting concerns resolved, there was no much discrepancy with the customer service experience. Strongly disagree was highly rated at 33.3% which was also even with neutral. 16.7% agreed and 8.3% strongly agreed the process of getting their concerned resolved were good. The collapsing of variables into three-measure summation; 41.6% (strongly disagree and disagree), 33.3% (neutral) and 15% (agree and strongly agree). This shows disagreement on the process of getting concerns resolved.

On the general view on satisfaction or dissatisfaction with the IEC-EA, most (45.5%) of respondents were neutral, 27.3% were strongly dissatisfied, while 18.2% were satisfied.
and 9.1% strongly satisfied. Among the things mentioned for improvement due to dissatisfaction were; Visibility to coaches, Marketing, professionalize the profession in Kenya & EA, Building IEC-EA profile, Create a more effective networking forum, Expand Service offered, Value for money on CPD events, Innovation, more aggressive marketing, make it more accessible, competitive and added value for the coaches in EA, relevant in the marketplace, Database of all trained coaches in East Africa, Good quality trainings, reasonably priced and easily accessible from the Institute
Publicize services, regular communication and updates. Figure 4.9 shows the dissatisfaction clients view.

![Bar Chart](chart.png)

**Figure 4.9. View on Satisfaction or Dissatisfaction with the IEC-EA**

In rating the likelihood of renewing their membership to IEC-EA, 51.2% did not answer this question. However, those who answered, 14.6% are very likely to renew and similar percentage not so likely to renew. Those extremely likely to renew are 9.8% while 2.4% are not at all likely to renew. A comparison with recommendation to others also shows a strong correlation (p=.000, r= .82). This means, the likelihood of referral is based on likelihood of an individual renewal. Table 4.8 shows the comparison.
Table 4.8: Likely hood to Renew and Recommend Individual to IEC-EA.

<table>
<thead>
<tr>
<th></th>
<th>likely to renew membership to IEC-EA</th>
<th>likely to recommend others to IEC-EA membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response</td>
<td>51.2</td>
<td>53.7</td>
</tr>
<tr>
<td>a. Extremely likely</td>
<td>9.8</td>
<td>9.8</td>
</tr>
<tr>
<td>b. Very likely</td>
<td>14.6</td>
<td>9.8</td>
</tr>
<tr>
<td>c. Somewhat likely</td>
<td>7.3</td>
<td>12.2</td>
</tr>
<tr>
<td>d. Not so likely</td>
<td>14.6</td>
<td>12.2</td>
</tr>
<tr>
<td>e. Not at all likely</td>
<td>2.4</td>
<td>2.4</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Only 17.1% of IEC-EA are registered with other organizations offering similar product as IEC-EA. Such organizations mentioned were AoEC, ICF, IHRM and KIM. When asked if there were products of services not offered by IEC-EA but required by members, 12.2% agreed. However, only general education on the products and marking coaching services were mentioned.

For customer satisfaction the proposed items IEC-EA needs to do to increase customer satisfactions are: Visibility, Professional Development, Organize high level training, inclusive of experienced regional and international speakers, Value for money to attract membership, Clarity about the vision, mission and value proposition, Formalize the profession, introduce Organizations/individuals who need coaching to the qualified coaches to enhance their experience in coaching, share information, Reach out and recruit members and supervision Forum to share experiences Practical things on how to get started.

4.5 Promotional Strategies to be used to Enhance Customer Satisfaction.

In order to understand the best media to be used in promotional strategies, it’s key to identify characteristics of media used by respondents. When asked to select all the media used for searching professional services, website emerged as the most used at 27.4% followed by professional seminars/talks at 20.0%, breakfast meeting at 12.6%, newspaper articles at 10.5% and others at below 10%; e-newsletter at 9.5%), e-brochure at 3.2%,
twitter at 3.2%, blogs/vlogs at 3.2%, exhibitions at 3.2% and newspaper advertising at 3.2%. Others are TV interviews (2.1%), and Facebook (2.1%).

**Table 4.9: Avenue used for Searching Professional Services**

<table>
<thead>
<tr>
<th>Media</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>27.40%</td>
</tr>
<tr>
<td>E-brochure</td>
<td>3.20%</td>
</tr>
<tr>
<td>Professional seminars/Talks</td>
<td>20.00%</td>
</tr>
<tr>
<td>TV interview</td>
<td>2.10%</td>
</tr>
<tr>
<td>Facebook</td>
<td>2.10%</td>
</tr>
<tr>
<td>E-Newsletters</td>
<td>9.50%</td>
</tr>
<tr>
<td>Breakfast meeting</td>
<td>12.60%</td>
</tr>
<tr>
<td>Newspaper Article</td>
<td>10.50%</td>
</tr>
<tr>
<td>Twitter</td>
<td>3.20%</td>
</tr>
<tr>
<td>Blogs/vlogs</td>
<td>3.20%</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>3.20%</td>
</tr>
<tr>
<td>Newspaper Advertising</td>
<td>3.20%</td>
</tr>
<tr>
<td></td>
<td>100.00%</td>
</tr>
</tbody>
</table>

However, the avenue used by respondents to search information on IEC-EA were website at 38.9%, professional seminars/talks (27.8%), breakfast meeting (16.7%), Facebook (5.6%), newspaper articles (5.6%) and blogs/vlogs (5.6%). In comparison to media used in searching for professional services (Table 4.9) the top avenues are above 10%; website, professional seminars/talks, and breakfast meeting.

Besides what is used for professional searching of information, and preferred avenues, respondents were asked to select the most advocated avenue to be used by IEC-EA for sharing information with the members and the general public. Website (21.6%), professional seminars/talks (19.6%), e-brochure (13.4%), e-newsletter (12.4%), and breakfast meeting (10.3%) were rated the top. Others avenue proposed were below 10% as indicated in the following table 4.11.
Table 4.10: Avenue used for Searching IEC-EA Information.

<table>
<thead>
<tr>
<th>Avenue</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>38.90%</td>
</tr>
<tr>
<td>Professional seminars/Talks</td>
<td>27.80%</td>
</tr>
<tr>
<td>Facebook</td>
<td>5.60%</td>
</tr>
<tr>
<td>Breakfast meeting</td>
<td>16.70%</td>
</tr>
<tr>
<td>Newspaper Article</td>
<td>5.60%</td>
</tr>
<tr>
<td>Blogs/vlogs</td>
<td>5.60%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

Table 4.11: Preferred Avenue to be used by IEC-EA to Members.

<table>
<thead>
<tr>
<th>Avenue</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>21.60%</td>
</tr>
<tr>
<td>E-brochure</td>
<td>13.40%</td>
</tr>
<tr>
<td>Professional seminars/Talks</td>
<td>19.60%</td>
</tr>
<tr>
<td>Facebook</td>
<td>5.20%</td>
</tr>
<tr>
<td>E-Newsletters</td>
<td>12.40%</td>
</tr>
<tr>
<td>Breakfast meeting</td>
<td>10.30%</td>
</tr>
<tr>
<td>Newspaper Article</td>
<td>8.20%</td>
</tr>
<tr>
<td>Twitter</td>
<td>4.10%</td>
</tr>
<tr>
<td>Blogs/vlogs</td>
<td>3.10%</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>1.00%</td>
</tr>
<tr>
<td>Newspaper Advertising</td>
<td>1.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

Other ways outlined by respondents on how to improve services are; to send mail to members and potential members with guidance on how to join and value, the need for strong presence on social media, Professional development fora for members, Hold regular meetings, get the message out through newsletter, brochures for both online and offline services, advertisements and articles in periodicals. Lastly, have website with good traffic and design.
4.6 Chapter Summary

This chapter presents the data findings from the 41 respondents representing 66.2% success rate. The data has been presented based on each objective using tables and figures. Descriptive statistics is shown in frequency, percentage, mean and correlation. The next chapter presents chapter 5; summary, conclusion and recommendations of the finding.
Chapter Five

5.0 Summary, Discussions, Conclusions and Recommendations

5.1 Introduction

In this chapter key outcomes of our findings have been discussed. A conclusion from the main findings has been drawn and recommendations made.

5.2 Summary of the Study

The aim of this research was to study the relationship between Product Strategies and Promotion Strategies and Customer Satisfaction in the IEC-EA in Kenya. The research was guided by three research questions including: To determine the level of Customer Satisfaction; to identify the product strategy to be used to enhance Customer Satisfaction and to determine the promotion strategy to be used to enhance Customer Satisfaction. A Case study of the Institute of Executive Coaches-East Africa. At the time of the study, the IEC-EA had been in existence for 5 years has a history of a low level of Membership figures. Analysis of data was done using SPSS V20 applying descriptive statistics. A total of 41 respondents participated in the study representing 66.2% of the target population. In seeking to understand the level of Customer Satisfaction in the IEC-EA in Kenya, This study adopted a descriptive study design; cross-sectional in nature because data was collected from a homogenous sample and the design helped in describing people who took part in the study. In addition, the design helped in revealing patterns and connections that could have otherwise gone unnoticed.

In regards to the Customer Satisfaction, as viewed by the product offering of the IEC-EA, research revealed that less than a third of the respondents found the product to be useful whereas slightly over a fifth of the respondents found it to be ineffective. In addition to that the research releveled that the products/services most liked were CPD, Support on accreditation and Networking; although only about 5% of the respondents stated they were aware of the products and series available from the Institute. This was further explained when the research asked respondents to rate different items and how conversant they were, and 85% of the respondent were not conversant with the Institutes offerings.
When asked about their perceived quality, only 25% agreed that the products were of high quality whereas 62% disagreed. The research also asked about their views on membership fees and it was revealed that 35% considered the fees high whereas 41% were unsure. The research also aimed to reveal what is key to members when searching for products or services of professional bodies. The finding was that preference was shown for quality and value closely followed by brand, price and innovation. On the importance of the institute to coaches, respondents were asked if this membership would be something they think coaches may want or need. 74% agreed it is something that would be a need as 26% said it is something they would want. It follows then that the 66% of respondents would agree that products and services offered play a crucial role when deciding to join the IEC-EA. The research also revealed that when comparing their expectations before or at the time of joining the institute and the current satisfaction, there was a discrepancy showing that respondents were not satisfied with the customer service experience.

In reference to the general view on satisfaction or dissatisfaction, 45% of the respondents were neutral while 27% and 18% respectively were strongly dissatisfied and satisfied with the IEC-EA. Some of the things mentioned for the dissatisfaction were visibility to coaches, marketing, professionalizing the profession amongst others. The respondents were then questioned about their likely hood of renewing their membership to the IEC-EA. 51.2% of respondents did not answer this question and out of those who responded 9.8% were extremely likely to renew, 14.6% very likely and 2.4% were not at all likely to renew. A comparison with the like hood to refer other potential members to join the IEC-EA showed a strong correlation with the own individuals likely hood to renew their membership.

When asked what the IEC-EA needed to do to enhance the customer satisfaction, the respondents proposed the following: visibility, professional development, high level trainings including experienced regional and international speakers, value for many so as to attract members, clarity about the vision, mission and value proposition, formalize the profession, supervision forums and reaching out to recruit members, as some of the steps that can be taken.
5.3. Discussion of Findings

5.3.1 Customer Satisfaction

According to Brito and Santos (2012), customer satisfaction can be measured in variance ways based on mix of products and services, number of complaints, repurchase rate, new customer retention, general customers’ satisfaction, and number of new products/services launched. Its based on this that respondents were asked to select from the following the best description of IEC-EA products; reliable, unreliable, high quality, poor quality, useful, unique, overpriced, effective, and ineffective, of the IEC-EA products/services. 28.1% found the precuts to be useful followed by 21.9% who found the product to be ineffective, 12.5% high quality, 9.4% effective, 6.2% found the products reliable, unreliable, poor quality and overpriced, and 3.1% found them unique.

The depiction of IEC-EA products as useful (28.1%), high quality (12.5%), effective (9.4%) and reliable (6.2%) shows less than half of the clients were satisfied with IEC-EA products. Further, the depiction of products as ineffective (21.9%), unreliable, poor quality and overpriced each at 6.2% shows the discrepancy on the customer satisfaction. Al-Hersh and Saaty (2014) states customer satisfaction is based on interaction with the product or services offered which determines the attitude an individual has, post-product purchase, an end-users response towards the product and service at the precise moment of consumption also depicts customer satisfaction. Based on this, IEC-EA clients perceive the products and services as available and of high quality, though unreliable hence affects customers’ satisfaction.

The research also revealed high knowledge gap. Only 5% of respondents were aware of the products offered by the IEC-EA. This was further confirmed by the response given when respondents were asked to rate how conversant they were with the products offered; 85.7% were not conversant with only 9.5% being conversant. It then follows that it would be difficult for the coaches to rate the quality of the products offered by the IEC-EA when they are not conversant with which products are being offered. This is based on Al-Hersh, Aburoub, and Saaty, (2014) findings that customer satisfaction is also based on brand loyalty and greater market share. Therefore, with the gap in knowledge, its hard to measure customer satisfaction are they are not aware of the brand to be measured.
When it came to the question on the value for money of the product offered by IEC-EA, 55.6% felt they did not get value for their money as compared to 5.6% who agreed. However, it is important to point out that 38.9% remained neutral to this question. Similarly, when asked about membership fees, 35.3% of the respondents rated the membership fee as high while 41.2% remained unsure. This can be linked to Al-Hersh and Saaty (2014) study on customer feedback to the organization based on the services or products received. With more than 55.6% of respondents not getting value for their money and high membership fees, this shows clients were not satisfied with the service or products received.

Further, the delivered value can be described as the difference between the total value of the product and the cost at which one has to pay. Further, customer makes choices of the product based on what will give the maximum on the delivered value (Dudek-Burlikowska, 2011). With lower value, or minimal satisfaction due to unmet expectation and the value of money attached, it’s expected for customers to complain. Also, based on the concept of Dudek-Burlikowska (2011) and Ebitu (2014), customers will always view the cost as high if they don’t receive the value of their money; with more than half (55.6%) of respondents not getting the value for their money, more members rated the membership fees as high (35.3%).

There is greater need for IEC-EA to elevate their products and services to accomplish individual’s inner desires. The feelings of elation or deflation that come from a comparison of the products' perceived performance and expectations. In the case that the performance exceeds the expectations then customers feel satisfied. If the performance is less than what was expected then the customer is dissatisfied. When the performance and expectation is matched then there is indifference or the customer is neutral (Al-Hersh, Aburoub, & Saaty, 2014). Currently, IEC-EA services and products performance are less than what the coaches are expecting hence customer dissatisfaction.

5.3.2 Product Strategy and Customer Satisfaction

The respondents were asked if they were satisfied with the customer service experience at the IEC-EA in relation to getting resolution for the concerns they had raised; 41.6% strongly disagreed and disagreed, 33.3% were neutral and 15% agreed and strongly
agreed. Brito and Santos (2012), supports the measure of customer satisfaction based on interaction and experience with the firm. They further outline the matrix for measure as number of complaints; repurchase rate, new customer retention, general customers’ satisfaction, and number of new products/services launched. This was used in the research and shows that the coaches are not satisfied with the customer service experience. However, there is need for more research on this based on specific services or products received at IEC-EA based on the fact that the knowledge gap if very low (5%) and there is negative correlation between knowledge on service received and customer service experience.

Coaches were asked to rate the like hood of their renewing their membership to IEC-EA; 9.8% and 14.6% said they were extremely and very likely; 7.3% somewhat likely, 14.6% and 2.4% not so likely and not at all likely to renew their membership. Consequently when asked their likely hood to recommend others to join the IEC-EA, only 9.8% said they were extremely likely and very likely to recommend others. 12.2% said they were somewhat likely and not so likely to recommend; and 2.4% said they were not at all likely to recommend. A comparison of the likelihood of membership renewal and recommendation to others showed a strong correlation (p=.000, r=.82); it shows that the like hood of referral is linked to the like hood of the individual to renew their membership; 67.24% of those who indicated will renew their membership are likely to recommend others to join IEC-EA.

Sabir, Irfan, Akhtar, Pervez, and Rehman, (2014) clearly stated for a business to be successful, whether it is dealing in a physical product or a service, it must satisfy their customers. Further Dudek-Burlikowska, (2011) stated customer satisfaction is based on quality which affects all aspects of an individual’s activity and includes work and life, and is said to be the compliance with a particular specification. For this purpose, quality of a product or service determines customer satisfaction, which is measured by retaining its current customers and increasing its customer’s base significantly. With only 24.4% of members likely to renew their membership (9.8% extremely and 14.6% very likely), depicts unsatisfied client with majority not likely to renew their membership hence IEC-EA will lose clients.
The key success factor of any marketing campaign or activity is to attract new customers and increase their need and desire for a certain product or service (Ebitu, 2014). Therefore it is very crucial for marketers to ascertain the consumer’s expectations of the product or service in order to satisfy them (Ebitu, 2014). Customer quality demands determines the reference of new clients. Similar to clients’ satisfaction, on increasing its client’s base, only 9.8% of the respondents were willing to recommend others to join IEC-EA. With positive correlation (p=.000, r=.82); it shows that the like hood of referral is linked to the like hood of the individual to renew their membership. In summary, due to poor customer satisfaction at IEC-EA, few members are willing to renew their membership and in return, very few are willing to recommend others hence IEC-EA loses the current members and the ability of expanding their clientele base based on current clients as discussed by Sabir, Irfan, Akhtar, Pervez, and Rehman, (2014).

Customer satisfaction is the key factor in repeating shopping and purchasing behavior of clients (Al-Hersh, Aburoub, & Saaty, 2014). Further, the purchasing behavior determines the growth base of the business as both the current and prospective customers are the stakeholders and the determinants of the product or services success (Sabir, Irfan, Akhtar, Pervez, & Rehman, 2014). With only 9.1% strongly satisfied with IEC-EA products and services, and 18.2% satisfied, majority of the respondents’ fees generally unsatisfied. This shows IEC-EA customers are unsatisfied with their products and services and likely not to renew their membership.

Since satisfaction comes from the customer experiencing exceeded standards, therefore the quality of the product or service and the price and purchase conditions play a big role. The quality relates to surpassing the expectation mark of the customer, whereas the price and purchase conditions look at areas such as the competence of the seller, the availability of the product and information about the product that is found at the place of purchase (Dudek-Burlikowska, 2011). Youjae in 2010 stated that a positive relationship between perceived expectation and actual satisfaction could be found through controlling the actual product performance. Meaning that dissonance may not occur unless the evaluation started with a negative consumer expectation (Ebitu, 2014). This means IEC-EA products strategy is currently poorly positioned unless there are other evaluations conducted at the baseline that misguided the positioning of the current products and services offered. If
there none, then the positioning of the current products or services are poorly done hence customers are unsatisfied.

5.3.3 Promotion Strategy and Customer Satisfaction

Having a better understanding of who your customer, both existing and prospective, is will help in the formulation of more effective communication ultimately leading to higher retention and acquisition rates (Wahab, Elias, Al Momani, & Noor, 2011). It’s based on this that coaches were asked to pick from a list of media which ones they used when generally looking for professional services. Websites were the most used with 27.4% followed by 20% professional talks or seminars, 12.6% Breakfast meetings, 10.50% Newspaper articles and 9.50% E-news-letters. Twitter, Blogs/Vlogs, E-brochures, Exhibitions and Newspaper advertising were all rated at 3.2% each, while TV interviews and Facebook were rated at 2.1% each.

However, specification of channel used based on specific product is key. According to Rossell (2009), when marketing products and services relating to professional bodies, consideration must be taken into the distribution and communication channels that would best suit the targeted customers. When subsequently asked which avenues they had used to search for information on the IEC-EA, the research revealed that the top three avenues were website, professional seminars/talks and breakfast meetings at 38.90%, 27.80% and 16.70% respectively. The rest of the media avenues namely Facebook, Newspaper article and blogs/vlogs were each rated 5.60%.

The coaches were then asked to select an avenue that they would advocate for the IEC-EA to use to share information with members specifically and the wider public in general. The top three picks were 21.60% website, 19.60% Professional seminars/talks and 13.40% E-brochure. E-newsletters, Breakfast meetings and Newspaper article followed at 12.40%, 10.30% and 8.20% respectively.

Due to the great strides made in technology in the recent past, most organizations have accepted that the internet has become the most direct channel of communication and advertising when it comes to introducing products and services to consumers (Chang & Chang, 2014). According to Mirchevska and Sekulovska (2013), the internet is a multi-
faceted and acts as a communication channel for advertising but can also act as a
distribution and transactional channel making it easier for the consumers to access and
purchase the product or service. This makes it an ideal channel for communication,
advertisment and e-commerce for IEC-EA as 27.4% uses website when generally
searching for information, and 38.9% uses website when searching for IEC-EA
information. On specifications based on recommende channel, 21.60% recommended
website, 19.60% and 13.40% E-brochure/E-newsletters. This shows biasness on website
as key preferred channel by respondents followed by professional talks or breakfasts.

New digital environments such as: websites, blogs, vlogs, mobile marketing, etc., are
based on customer interaction and work best for companies whose have a customer-first
philosophy. This is principally due to the fact that the social branding, message
personalization, segmentation and subscription come all target customer engagement with
the product, service and organization, leading to customer satisfaction and increased sales
(Ros-Diego & Castello-Martinez, 2011). However, for IEC-EA, the top preferred
promotional strategies are website (21.60%), Professional seminars/talks (19.60%) and E-
brochure (13.40%). Others are E-newsletters (12.40%), Breakfast meetings (10.30%) and
Newspaper article (8.20%) respectively.

5.4. Conclusions

There is greater need for IEC-EA to elevate their products and services to accomplish
individual’s inner desires. Currently, IEC-EA services and products performance are less
than what the coaches are expecting hence customer dissatisfaction. Since satisfaction
comes from the customer expectation and product standards, the quality of the product or
service and the price and purchase conditions is key. Further, positive relationship
between perceived expectation and actual satisfaction could be found through controlling
the actual product performance. Meaning that dissonance may not occur unless the
evaluation started with a negative consumer expectation (Ebitu, 2014). This means IEC-
EA products strategy are currently poorly positioned hence customers are unsatisfied.
Finally, the top preferred promotional strategies are website, Professional seminars/talks,
and E-brochure. Others are E-newsletters, Breakfast meetings and Newspaper articles
respectively.
5.5 Study Recommendations

The study recommends the following:

5.5.1. Customer Satisfaction

There is greater need for IEC-EA to elevate their products and services to accomplish individual’s inner desires. Currently, IEC-EA services and products performance are less than what the coaches are expecting hence customer dissatisfaction. This can be done thorough a need identification survey of the coaches to clearly identify their needs and how it can be fulfilled.

5.5.2. Product Strategy and Customer Satisfaction

IEC-EA products strategy is currently poorly positioned which in turn affects customers. There is need for an evaluation to be conducted on products and services offered by IEC-EA, the quality, to whom is it designed, how is it packed, delivered and evaluated. This will help IEC-EA to repackage its products and services for the benefit of customer satisfaction.

5.5.3. Promotion Strategy and Customer Satisfaction

The study recommends IEC-EA to use, website, Professional seminars/talks and E-brochure in promoting strategies to its customers. Others forms that can be used are E-newsletters, Breakfast meetings and Newspaper article.

5.6. Recommendation for Further Study

The current study examines the relationship between Marketing Strategies and Customer Satisfaction at IEC-EA. There is need for further study in other organizations offering different services other than to coaches. Also, there is need for comparative study among different organizations for generalization of the findings, similarity and different market strategies employed by other organizations.
REFERENCES


APPENDIX 1: QUESTIONNAIRE

INTRODUCTORY LETTER

Dear Sir/Madam,

RE: RESEARCH STUDY
I am pleased to inform you that I am a student at United States International University pursuing a degree in Masters in Business Administration (MBA). As partial fulfillment for my degree, I am conducting a research on Marketing Strategies and Customer Satisfaction: A Case of the Institute of Executive Coaches – East Africa.

Please note that any information you give will be treated with confidentiality. Your assistance will be highly appreciated. I look forward to your prompt response.

Yours faithfully,

Anne W. Wang’ondu
**Section One: Demographics (General Information)**

1. What is your age

2. What is your gender? Male [ ] Female [ ]

3. Marital Status
   - Single [ ] Married [ ] Widowed [ ]
   - Divorced [ ] Separated [ ]

4. What is your highest level of Education?
   - Form four [ ] Technical Training [ ]
   - Bachelor’s degree [ ] Master’s degree [ ] Doctorate degree [ ]

5. State any other professional qualifications: ........................................

6. How long have you been in your current profession? ..........................

7. How long have you been a member of IEC-EA.................................

8. What is your employment Status?
   - Employed [ ] Self-employed [ ]
   - Full time student [ ] Retired [ ]
   - Out of work and looking for work [ ]
   - Out of work and not currently looking for work (not retired). [ ]

9. If employed, the organization you work for is in which of the following categories?
   - Public sector [ ] Private sector [ ]
   - Not-for-Profit [ ] Other..................................................

10. Which of the following best describes your role within the Industry?
    - Senior management [ ] Middle management [ ]
    - Junior management [ ] Administrative staff [ ]
    - Temporary staff [ ] Other

11. What is your current income level? (both employed and unemployed)
    - Under Kes 50,000 [ ] Kes 50,001 – 100,000 [ ]
    - Kes 100,001 – 200,000 [ ] Kes 200,001 – 300,000 [ ]
    - Kes 300,001 – 400,000 [ ] Kes 400,001 – 500,000 [ ]
    - Over Kes 500,000 [ ]

12. How did you learn about IEC-EA? ..................................................

..............................................................
Section Two: Product/Services

1. Based on your understanding, which of the following describe our products? (Tick all that applies).
   - Reliable [ ]
   - Unreliable [ ]
   - High quality [ ]
   - Poor quality [ ]
   - Useful [ ]
   - Unique [ ]
   - Overpriced [ ]
   - Underprized [ ]
   - Impractical [ ]
   - Effective [ ]
   - Ineffective [ ]

2. What are the two key things that you like most about the IEC-EA?
   ........................................................................................................................................
   ........................................................................................................................................

3. State two products/services offered by IEC-EA that you like most.
   ........................................................................................................................................
   ........................................................................................................................................

4. Based on the products/services offered by IEC-EA, give your opinion on the following as honestly as possible (1 not agree to 5 highly agreed).

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rank (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am well conversed with products/services offered by IEC-EA</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>IEC-EA products/services are of very high quality</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Membership fees for IEC-EA is high</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>I get value for my money on products/services offered by IEC-EA.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The word ‘WELL-MADE’ highly describe the products/services offered by the IEC-EA</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The word ‘INNOVATIVE’ does not describe the IEC-EA products/services.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

5. The following features are important when considering membership to professional firms. Rank them based on importance (1, most important and 5, least important)

<table>
<thead>
<tr>
<th>Feature</th>
<th>Rank (one on each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td></td>
</tr>
<tr>
<td>Brand</td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td></td>
</tr>
<tr>
<td>Value</td>
<td></td>
</tr>
</tbody>
</table>
6. When you think about the IEC-EA, do you think of it as something coaches might need or as something coaches might want?

7. Based on your experience at IEC-EA, rate the following (1, not at all important and 5, as extremely important).

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>How important is convenience when choosing this type of product/service (membership to professional firms)?</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>What was your view/expectation on IEC-EA products/services when you were joining IEC-EA.</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>What is your current view on IEC-EA products/services as a member?</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>How do you classify the features and benefits of the IEC-EA</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**Customer service.**

8. In your most recent experience with the IEC-EA, how did you contact IEC-EA?
   - In person [ ]
   - By telephone [ ]
   - Internet [ ]

9. Rate the IEC-EA representative based on how you were served (select all that apply)
   - a. Quickly identify the problem [ ]
   - b. Appear knowledgeable and competent [ ]
   - c. Help you understand the cause and the solution to the problem [ ]
   - d. Handle issues with courtesy and professionalism [ ]
   - e. Others, state…………………………………………………………………………………………………………………………….  

10. Based on your last interaction with ICE-EA, how long did it take before speaking to a representative? ……………

11. How long did it take for your problem/challenge/inquiry to be solved? ………………………

12. If you were less than totally satisfied, what could have been done to serve you better? ……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………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14. In your own words, what are the things that you would most like to improve in the IEC-EA?
........................................................................................................................................
........................................................................................................................................
15. How likely are you to renew your membership to IEC-EA
   a. Extremely likely
   b. Very likely
   c. Somewhat likely
   d. Not so likely
   e. Not at all likely
16. How likely are you to recommend IEC-EA to a friend or colleague?
   a. Extremely likely
   b. Very Likely
   c. Somewhat likely
   d. Not so likely
   e. Not at all likely
17. Are you currently registered as a member of organization offering similar products as IEC-EA?
   Yes [    ]     No [    ]
18. If Yes, please specify which organization? .................................................................
19. Name two things that IEC-EA need to do in the future to increase your satisfaction level?
........................................................................................................................................
........................................................................................................................................
20. Is there a product/service not offered by IEC-EA, which you require?  Yes[    ]  No [    ]
21. If yes, which one? ........................................................................................................
Marketing

22. Which of the following do you use when searching for professional services/products?

<table>
<thead>
<tr>
<th>Websites</th>
<th>Facebook,</th>
<th>Twitter</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>E-Brochures</td>
<td>E-Newsletters</td>
<td>blogs/vlogs</td>
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<td>[ ]</td>
</tr>
<tr>
<td>Professional Seminars/Talks</td>
<td>Breakfast meetings</td>
<td>Exhibitions</td>
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<tr>
<td>TV Advertising</td>
<td>Radio Advertising</td>
<td>Radio Interview</td>
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<tr>
<td>TV Interviews</td>
<td>Newspaper Articles</td>
<td>Newspaper Advertising</td>
</tr>
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</tbody>
</table>

23. Which of the following have you used to access IEC-EA information?

24.

<table>
<thead>
<tr>
<th>Websites,</th>
<th>Facebook,</th>
<th>Twitter</th>
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<td>TV Advertising</td>
<td>Radio Advertising</td>
<td>Radio Interview</td>
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</table>

25. Give three ways in which IEC-EA can improve its information accessibility.

..............................................................................................................................
..............................................................................................................................
..............................................................................................................................

26. In a bit to reach the targeted members, which one of the following would you advocate IEC-EA to use in marketing its services?

<table>
<thead>
<tr>
<th>Websites,</th>
<th>Facebook,</th>
<th>Twitter</th>
</tr>
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<tbody>
<tr>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>E-Brochures</td>
<td>E-Newsletters</td>
<td>blogs/vlogs</td>
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<td>Professional Seminars/Talks</td>
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<td>TV Advertising</td>
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<td>TV Interviews</td>
<td>Newspaper Articles</td>
<td>Newspaper Advertising</td>
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</table>

Thank you.