RELATIONSHIP BETWEEN INTEGRATED MARKETING COMMUNICATION TOOLS AND COMPETITIVE ADVANTAGE: A CASE STUDY OF SAFARICOM

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-

AFRICA

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

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other institution or university other than to the United States International University-Africa (USIU-Africa) in Nairobi, Kenya for academic credit.

Signed: __________________________  Date: __________________________
Msuya, Solomon Elisa (ID No: 632577)

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

Signed: __________________________  Date: __________________________
Dr. Joseph Ngugi

Signed: __________________________  Date: __________________________
Dean, Chandaria School of Business
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ABSTRACT

The general objective of this research is to investigate the relationship between integrated marketing communication tools and competitive advantage for Safaricom in Nairobi County. The study is guided by the following specific research objectives: relationship between advertising and competitive advantage, relationship between public relations and competitive advantage and relationship between sales promotion and competitive advantage. A survey research design was adopted to measure the relationship between integrated marketing communication tools and competitive advantage with much emphasis placed on descriptive research design technique. The total population for the study comprised of 2463 Safaricom employees in Nairobi County. The sample size drawn constitutes of 97 Safaricom employees situated in Nairobi County. The study adopted probability sampling technique where stratified sampling technique was employed.

Primary data was collected using a questionnaire. Data was then analyzed using Statistical Package for Social Sciences (SPSS) program and presented using tables and figures to give a clear picture of the research findings at a glance.

Summary of the research findings indicate that there is a positive moderate linear relationship between advertising and public relations. In addition, the study demonstrates existence of a linear correlation between advertising and sales promotion. Furthermore, the study designates an existence of a positive relationship between public relation and sales promotion. The linear regression model, \( Y = 2.612A + 0.002PR + 0.023SP \) at 95% level of confidence justifies existence of positive relationship between advertising, public relations and sales promotion in creating competitive advantage.

Some of the recommendations drawn from the study concludes; use of appropriate marketing promotional mix including advertising, public relations and sales promotions. Placing a considerable attention to integrated marketing communications with a core purpose of creating synergy, use of marketing research and involving the primary stakeholders in the decision making process.
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Last but not least, I express my deep gratitude and appreciation to my family for their continued and endless support both financially and morally and their understanding throughout.
DEDICATION

This research proposal is dedicated to everyone I have associated with in a social and intellectual interaction. They have left foot prints in my life in terms of values, knowledge, integrity, hard work, morality, career development and self-respect.

Lastly but not list, I would also like to dedicate this work to my family and my son (Elisa Dwayne S. Msuya) for their understanding and moral support throughout accomplishment of this project.
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LIST OF ABBREVIATIONS

U.S.I.U-Africa - United States International university-Africa
I.M.C – Integrated Marketing Communications
EABL – East African Breweries Limited
PR – Public Relations
CSR – Corporate Social Responsibility
CEO- Chief Executive Officer
SPSS- Statistical Package for Social Sciences
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

The need for an organization to properly coordinate and integrate its marketing communication programs in order to deliver a clear, consistent, credible and competitive message to the targeted and potential audience about itself and its products has become a challenge today for every result driven organization (Kehinde, 2009). During the last decade of the twentieth century, the concept of integrated marketing communications (IMC) has received considerable attention from practitioners and academics alike, and that interest and urge has continued into the new millennium (Grove, Carlson & Dorsch, 2007).

Traditionally, academics and practitioners in the field of marketing have supported the notion that marketing communication plays an important role in building and maintaining stakeholder relationships, and in leveraging these relationships to build brand and customer equity (Ambler, Bhattachary and Edell, 2002). These changes meant that marketers are in a far more challenging competitive environment in attempting to fulfill customer’s wants and needs, while simultaneously seeking to develop long-term relationships in responding to these changes. The literature records rapid changes in communication practices-towards more integrated approaches; underpinned by better informed stakeholders and growing customer power (Mulhern, 2009).

The American Association of Advertising Agencies (Schultz, 1993) defines “IMC as a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines. For instance, general advertising, direct marketing, sales promotion, public relation and interactive marketing and combines these discipline to provide clarity of the message, consistency and maximum impact of the message” (p.17). IMC is a powerful tool in reaching target audiences with persuasive messages. Gould (2000) attributes that over time, though, academics have debated its nature and scope. Throughout its lifetime, marketers have been able to select the correct combination of promotion mix elements to be effective in a specific competitive situation. Marketers may choose to employ any
combination of marketing tools or any other tools that gains attention, awareness and creates an image of the organization value offering.

According to Harris (1998) IMC as a philosophy suggests that an organization may subscribe to the concept of integrating communication tools whereby the emphasis is placed on maintaining consistency and maximum impact of the message on raising awareness of the benefits, and hence intention, to integrate communication messages. Establishing a positive and conscious attitude toward integration may build a flow on effect on what is done and how it is done, that is, organizational artifacts and values. An integrated marketing communication program is critical for successfully implementation of the firm’s market strategy and achieving its objectives. I.M.C captures the idea of coordinating all communications messages with the right communication tools and techniques to the right audience at the right times (Capon, 2012).

Schultz (1993) identifies IMC as a process of producing and applying the different communication programs and the probability to have impact in future over time, overall IMC process starts with the customer and work to determine and define the methods and forms to develop the influential communications programs. New communication and information technologies have been developed, and organizations have discovered that it is more profitable to sell to current customers' than to new customers. All these factors are causing traditional promotional practices to become obsolete, as these are no longer sufficient to achieve organizational objectives.

(Harris, 1998) states that many of literature claims to be focusing on IMC but they are in truth merely traditional promotional approaches, which cover promotional mix but not integration. In addition, most of literature advocating IMC does not view it as an organizational process but merely as a superficial integration of the message for specific marketing campaign (Schultz, 1993). Some literature from South Africa adds to knowledge that organizations need more effective and efficient ways of communicating with customers than in the past, largely due to their increasing knowledge as well as their increasing skepticism. Consequently, an increasing number of organizations are starting to accept the philosophy of integrated marketing communication, not only as a tool for
effective communication, but often as the only manner to survive in a marketplace that suffers from information overload (Niemann, 2002).

In the Nigerian marketing environment today, many organizations have not understood and appreciated the importance of strategic blending of marketing communication programs so as to produce coherent, consistent, clear and efficient messages. With the pace in which globalization is moving, African advertising agencies need to wake up to the new reality in the marketing world (Kehinde, 2009). Many authors from Africa such as Keller (2001), stresses that marketing communications denote the means through which companies can initiate an interchange with customers and other stakeholders about various company issues, including their products and service offerings. Saeed, Naeem, Bilal and Naz (2013) point out that IMC correlates with some positive results, such as customer satisfaction, greater profitability, increased sales and cost savings, as well as brand loyalty and awareness, positive brand image, and unique brand association. According to Africa Mobile Money Research [AMMR], (2013) marketing communication messages that are not recognizable are not related to each other, it conflict with what has already been stored, or are simply unrelated or unimportant to the person will simply not be processed, but ignored. The storage and retrieval system works on the basis of matching incoming information with what has already been stored in memory. If the information matches or enhances what is already there, then the new information will likely be added to the existing concepts and categories.

The competitive advantage of Nations by Michael E. Porter (1990) laid down the foundations for a better understanding of how economic development, has manifested by competitiveness, was evolving across nations, industries and organizations due to changes in a number of key forces driving productivity and economic growth (Huggins and Izushi, 2015). Over time, Porter came to the view that many of these forces were not generic or distributed evenly across nations, but “clustered” within particular regions within national economies (Porter, 1998). The concept of competitive advantage was developed in the mid of 1980 by Michael Porter as an out-growth of the theory of comparative advantage formulated by David Ricardo by the end of the 18th century. Porter adopted a resource-based view by indicating that an organaization will be able to attain a competitive advantage when it has resources and capabilities than that of its competitors (Porter,
Porter (1998) particularly focused upon a central theme of the diamond framework, the cluster and applied it to regional economic development: a subject long studied by economic geographers, regional scientists and local development planners.

Porter not only developed diamond framework and the idea of clusters as analytical concepts but also as key policy tools. “The central question Porter asks in The Competitive Advantage of Nations is why firms based in a particular nation are able to create and sustain competitive advantage against their global competitors in particular industries or industry segments” (Porter, 1990, p. 1). Porter (1990) identifies four sets of determinants of such national advantage. These forces includes; factor conditions, demand conditions, related and supporting industries and firm strategy, structure and rivalry. “Indeed, Porter emphasizes that “competitive advantage cannot be truly understood without combining all management disciplines into a holistic view of the entire firm” (Porter, 1985, p.16). Ma (1999) defined competitive advantage as the asymmetry or differential in any firm attribute(s) or factor(s) that allows one firm to better serve the customers than others and hence create better customer value and achieve superior performance. Such attributes, for instance, could be a superior location, Wal-Mart's often monopolized location in rural areas in the USA; domination of shelf-space in retail, Coca-Cola's or Pepsi’s dominance in super-markets; exclusive or favorable access to supply, example: De Beers in the diamond market; and a well-known brand name, such as Cartier (Ma, 1999).

According to Ma (1999), the essense of competitive advantage in any human endevaour is indeed the differential along any comparable dimension from which people derive value, or to which people attach value, real or perceived. Building on prior research and observations regarding the rising of advantage in various business situations, an organization competitiveness can arise from unique resources, innovation, efficiency or made available to the firm by chance (Porter, 1980). Indeed, seven Sub-Saharan African countries are now among the 10 fastest growing economies in the world. The retail environment in Kenya has attracted new supermarkets both local and international into the Kenyan market. In the Kenyan economy, various studies have been done o the competitive strategies across different diciplines and sectors with limited focus on the retail sector (Mumassabba, Muchibi, Mutua & Musiega, 2015).
Mumassabba \textit{et al.}, (2015) continues by stating that information technology is enabling organizations to remain competitive in the current dynamic market environment. Companies that do not embrace technological advancement have faced stiff competition and sometimes even remain irrelevant for instance, Telkom Kenya was leading communication industry in Kenya but it was replaced by Safaricom since it remains market leader in communication in Kenya. Some research studies, have looked on the factors influencing the competitive advantage at Nakumatt Holdings Limited. Some of the significant observations made on Nakumatt include; strategic location of their retail stores, leasing of premises instead of owning them as well as value addition services in their service delivery process (Nakumatt, 2015). Furthermore, in the East African context, East African Breweries Limited (EABL) has been observed to be amongst the leading brand in the beer making industry. It has a competitive advantage over its rivals including the South African Breweries. Its competitive advantage factors include; a bigger market share in the region, having Tusker as their main brand with 30% market share in Kenya as well as control over the distribution systems in Kenya (EABL, 2012).

1.2 Statement of the Problem

The business environment in Africa is continually experiencing competition even though the continent has potential for growth and abundant business opportunities. The business environment in which organizations operate in is turbulent, dynamic and chaotic in nature, and this calls for rapid response strategies to ensure continuous growth and sustainability in the competitive environment (Mumassabba, Muchibi, Mutua and Musiega, 2015).

Proctor and Kitchen (2002) state that in marketing communication, there has been a shift in emphasis from emphasizing the individuality of advertising, sales promotion, personal selling and public relation to movement towards integrated marketing communication.

Procter and Kitchen (2002) argue that most marketing communications activities in the past have focused on breaking down concepts and activities into even more finite specialisms. Few marketing communications approaches have involved integration or holistic thinking. Whilst it is acknowledged that the pace of change towards the adoption of a holistic approach has been relatively slow, nonetheless, many practitioners and clients have moved progressively towards IMC.
marketing communications is a simple concept. It brings together all forms of communication into a seamless solution. At its most basic level, IMC integrates all marketing communication tools so that they work together in harmoniously (Smith, 1996).

The purpose of this research proposal focuses on finding out the relationship between integrated marketing communication (I.M.C) tools and competitive advantage using Safaricom as a case study at hand. The main aim is to find out the significant relationship between I.M.C in terms of business practices particularly communicating value to its key stakeholders. Furthermore, this research intends to find out the significant relationship between IMC in terms of knowledge addition to the marketing industry.

1.3 General Objective of the Research
To investigate the relationship between integrated marketing communication (IMC) tools and competitive advantage.

1.4 Specific Research Objectives
1.4.1 To find out the relationship between advertising and competitive advantage
1.4.2 To examine the relationship between public relations and competitive advantage
1.4.3 To identify the relationship between sales promotion and competitive advantage

1.5 Significance of the Study
1.5.1 Telecommunication Institutions
Many telecommunication institutions do not place much emphasis on coordinating marketing communication tools at their disposal. Acquisition of knowledge on integrated marketing communication and utilizing it to acquire synergy is of great importance not only to Safaricom as a leading mobile network provider in Kenya but also other Telecommunication Network providers in Kenya and across the continent. Hence, this research will help Safaricom and other Tele-communication institutions on improving their promotional strategies as well as working on loopholes on their promotional strategy in order to attain clarity and consistency of the message.
1.5.2 Marketing Agencies
Integrated marketing communications play a significant role to the marketing agencies since the knowledge demonstrated and internalized through IMC process can be used efficiently and effectively by marketing agencies when they are outsourced by other organizations to undertake their promotional campaign by ensuring that the intended message to the targeted and prospective customers is consistent, clear and has maximum impact to the targeted audience.

1.5.3 Individuals Practicing Marketing
This research focuses on the relationship between integrated Marketing communication tools and competitive advantage. It is my belief that; findings from this study will be of great importance to individuals practicing marketing since they can acquire the necessary knowledge on the significance of using multiple promotional tools in creating awareness, persuasion and reminding customers about existence of the product or service being offered.

1.5.4 General Community
The study is of great significance to the general community since it offers knowledge and appropriate approaches in coordinating various marketing communication tools with the purpose of generating a message with clarity, consistency and maximum impact to the targeted and potential audience.

1.5.5 Academicians and Researchers
This research paper is vital to academicians and researchers, as the study adds to the body of knowledge on the significance of integrated marketing communication in the creation of competitive advantage. It can also be used as a base or foundation for further research in telecommunication industry particularly in regard to the promotional campaigns undertaken by different network service providers with the central theme of having a clear and consistent message across all consumer segments.

1.6 Scope of the Study
The scope of the study was limited to Safaricom employees in Nairobi County. The population of interest for the study covered 2463 employees situated in Nairobi County.
The study was limited to a sample unit of 97 Safaricom employees for representation. The study was undertaken in Nairobi County. The study was conducted within a time frame of one month between February and March, 2016. Limitations encountered in this research include; access to corporate data and attitude of the respondents towards engaging themselves in providing necessary information to accomplish the research work.

1.7 Definition of Terms

1.7.1 Integrated Marketing Communication
The American Association of Advertising Agencies defines IMC as a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines. For instance, general advertising, direct response, sales promotion, and public relations, and combines these disciplines to provide clarity, consistency, and maximum communications impact (Schultz, 1993).

1.7.2 Competitive Advantage
Competitive advantage is a multifaceted phenomenon that cuts across disciplines. In this paper, the term competitive advantage is defined as the asymmetry ordinal differential in any firm attribute(s) or factor(s) that allows one firm to better serve the customers than others and hence create better customer value and achieve superior performance (Ma, 1999).

1.8 Chapter Summary
This chapter provides an introduction to the study. It presents background to the study, statement of the problem which focuses on the subject matter, general objective of the study revolves around the studied subject at hand. In addition, it provides the specific research objectives revolving around marketing promotional tools and competitive advantage. Moreover, the chapter covers significance of the study, scope of the study and definition of terms used in this research project report. Chapter two covers literature review based on the specific research objectives. The specific research objectives to be reviewed in this chapter include; relationship between advertising and competitive advantage, relationship between public relations and competitive advantage and the relationship between sales promotion and competitive advantage.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter discusses the literature review and theoretical details based on the three research questions stated in chapter one above. It constitutes of four sub-sections. The first section introduces the chapter; the second section offers a review on the significance of advertising in the creation of competitive advantage. The third section, discusses the significance of public relation in the creation of competitive advantage. The fourth section focuses on the significance of sales promotion in the creation of competitive advantage for Safaricom in Nairobi County and finally the last section is the chapter summary.

2.2 To find out the Relationship between Advertising and Competitive Advantage

2.2.1 Advertising
According to Kotler (2003), advertising is any paid form of non-personal presentation and promotion of ideas, physical goods and services by an identified sponsor. Advertising include not only business entities, but also non-profit making organization such as Non-governmental organizations and government agencies that direct the message to target publics. (Peter and Donnelly, 2007) demonstrates that adverts are cost-effective way of disseminating messages, whether to build preference for a brand, to educate people on the functionality, benefits or added value of particular products. Kotler (2003) continues by stating out the core functions of advertising which includes creating awareness, convincing the costumers to try the product as well as reminding them about existence of a product.

Customers may attend to advertising for a variety of reasons. Attention alone is not sufficient to make the advertising successful. Adverts that are interesting, entertaining, and even irritating can attract attention; however, such advertisements may not result in the consumer attending to or understanding the intended message of the advertiser (Peter and Donnelly, 2007). Assuring that consumers attend to and understand the intended message rather than peripheral characteristics requires careful crafting of the advertising message. Advertising research has demonstrated that the message must be
clear and meaningful to the consumer; if the consumer does not comprehend the message, it will not have the desired effect (Melewar, Turnbull & Balabanis, 2000).

Advertising can be used to build up a long term image of a product for instance, case of Coca-Cola or trigger quick sales. Advertising can efficiently reach geographical dispersed buyers. Certain forms of advertising such as television advertising can require large budget, whereas other forms such as do not. The presence of advertising might have an effect on sales since consumers might believe newspaper advertising that a heavily advertised brand must offer good value (Kotler, 2003). According to Kimani (2008), among the important issue in the creation of advertising ad is related to understanding how much information consumers want about a given product. For some products such as technical products, consumers may want a great deal of information and may wish to exert a great deal of effort in processing the information. Kimani continues by stating that in fact, consumers may differ with respect to the amount of information processing they are willing to do even for the same product. Thus, the advertiser must understand how much information individual consumers’ desire and how much variability exists among consumers with respect to their willingness to process information. Such an understanding not only indicates how much information to put in an advertisement, it also suggests which media may be most appropriate for delivering the message.

Kotler (2000) indicates that advertising agencies need to redefine themselves as communication companies and assist clients in improving their overall communication effectiveness. Procter and Gamble recently required that all its marketing programs be jointly planned with the various communication groups sitting together; instead of letting their advertising agency dominate the decision making process. In developing a marketing program, marketing managers must always start by identifying the target market and buyer’s motive. Then they can make the five major decisions in developing an advertising program including: the advertising objectives, advertising budget, media to be used and measurement on evaluating the marketing tool (Kotler, 2003).

**2.2.1.1 Setting the Advertising Objectives**
The advertising objectives must flow from prior decisions on target markets, marketing match concept and marketing mix. Many specific communication and sales objectives can
be assigned to advertising. Advertising objectives can be classified according to whether their aim is to inform, persuade, remind or reinforce. The advertising objectives aim at different stages in the hierarchy if effects model Kotler (2003). Kotler continues by indicating that objectives are classified into four categories such as informative advertising, persuasive advertising, reminder advertising and reinforcement advertising. The advertising objective should emerge from a thorough analysis of the current market situation. These situations include; if the product class in product lifecycle, the company market position if the company is the market leader and brand usage (high or low) (Kotler, 2003).

2.2.1.2 Advertising Budget
Kotler (2003) starts by asking how does a company know if it is spending the right amount? Although advertising is treated as a current expense, part of it is really an investment that builds up on intangible asset called brand equity. When $5 million is spent on advertising to launch a new product, the entire cost must be written off in the first year. Kotler (2003) adds that this treatment of the advertising reduces a company’s profit and therefore limits number of product launch a company can undertake in the first year. There are five specific factors to consider when setting up an advertising budget. They include stage of a product life cycle, market share and customer base, competition and clutter, advertising frequency as well as product substitutability. Most firms determine how much to spend on advertising by one of the following methods: percentage of sales, per unit expenditure, all you can afford method, competitive parity method, the research approach and the task approach (Peter & Donnelly, 2007).

2.2.1.3 Choosing the Advertising Message
Capon (2012) claims that a firm’s advertising message should follow directly from the positioning statement, with special emphasis on the value proposition. The message should focus upon the core benefits and values and reflect unique claims where the firm has a differential advantage. Clear positioning statements provide excellent guidance for creative personnel in advertising agencies to develop effective messages. Peter and Donnelly (2007) denote that advertising campaigns vary in creativity. Advertisers go through four steps in developing a creative strategy; message generation, message evaluation and selection, message execution and social responsibility review. Advertising
people have proposed different theories for crafting an effective message. Some creative people can generate the advertising message using narratives or deductive frameworks. A good advert normally focuses on one core selling proposition. An advertiser should conduct market research to determine which appeal works best with its target audience.

2.2.1.4 Execution Style

Execution focuses on the method (style) firms use to turn core messages into effective advertising. This task is daunting and challenging. Columbia colleague, branding guru Schmitt, explains that creative output is the most visible part of advertising. Although judging creative output may be easy, the creative output is an enigma, more art than science, mysterious and unexplainable. The essence of creativity seems to be a willingness to alternative between divergent and convergent thinking, between brainstorming and analytical reasoning, between pushing the limits and being reasonable and practical (Capon, 2012). The message impact depends not only on what is said, but often more important, on how it is said. Some of the well-known execution styles include factual message scientific evidence, comparison, testimonials, slice of life ads, animation, fantasy and dramatization (Kotler, 2003).

Sometimes audience characteristics drive execution style. A Unilever brand manager explained how a strategy change at Sony influenced Unilever. He stated that “PlayStation had 19 executions the previous year because they know young consumers get bored easily. Advertising executions come in two major forms as rational or emotional appeals. Hence, they fall within these two categories of appeals (Capon, 2012).

2.2.1.5 Media Selection

Media selection is no easy task. Advertising is no more just another aspect which organization might consider or even ignore for your business. The success of every service, product or entrepreneurial venture depends on the kind of advertising campaigns adopted by the owner. With gradual advancement of technology quite a number of media have been developed which you can use for advertising purposes (Vaughn, 1986). There are various ways an organization can advertise its product or service. Some of the common advertising media comprise of newspaper, radio, outdoor, television, magazines, direct mail, online advertising. All these channels play a critical role of disseminating the
necessary information about a company offering in terms of benefits, functionality and value addition (Peter & Donnelly, 2007).

2.2.1.6 Measuring Advertising Effectiveness

Although the primary objective of advertising is to persuade and entice purchase, it may achieve this objective in many different ways. An important function of advertising is the identification function, that is, to identify a product and differentiate it from others; this creates an awareness of the product and provides a basis for consumers to choose the advertised product over other products (Kendall, 2004). Measuring advertising effectiveness is one of the key components to having a successful marketing campaign. The firms are concerned about whether the marketing return on investment is worthwhile or if whether spending a lot on marketing without seeing results, knowing how to track and measure the performance of your activities will not only make you more efficient but also stretch your advertising dollars as far as possible (Denning, 2006).

2.3 To examine the Relationship between Public Relation and Competitive Advantage

2.3.1 Public Relations

The formal practice of what is now termed as public relations dates back to the early 20th century. In the relatively brief period leading up to date, public relation has been defined in many ways often evolving alongside its changing roles and technological advancement. Public relation is a planned effort to maintain an understanding between an organization and its various publics. In the recent years, PR has been one of the most prominent issues that company has been addressing (Nyenjeri, Kinyua and Wawire, 2014). Public relations and publicity are closely related; publicity is a subset of public relations capon (2012).

According to Capon (2012) publicity focuses on securing neutral or favourable short term press coverage while public relations has a broader scope and more multifaceted. PR embraces corporate reputation, crisis management, government relations (lobbying), international relations, product publicity, press relations and shareholder relations. It refers to a non-personal form of communication that tries to influence the overall image of the organization and its products and/or services among its various stakeholders groups. Public relations managers prefer to focus on communicating positive news about
an organization, but must also be available to minimize the negative of crisis or problem (Peter and Donnelly, 2007) PR generally relies on intermediaries to transmit messages (hopefully positive) to target audiences. The advantage of PR is that the audience may view the intermediary as impractical, and the firm need not to pay for media space and time (Capon, 2012).

Public Relations is distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research, sound and ethical communication as its principal tools (Palaniappan & Ramachandraiah, 2013).

Public relations are strategic communication process that builds mutually beneficial relationship between an organization and their publics. PR serves a variety of institutions in the society such as businesses, trade unions, government agencies, voluntary associations, foundations, religious institutions and hospitals. To achieve their goals these institutions must develop effective relationships with their audience or public such as employees, customers, suppliers, shareholders and the community. In an ideal organization, each employee works harmoniously with their subordinates, all focused on achieving organizational goals rather than self-interest goals (Nyenjeri, Kinyua and Wawire, 2014). According to Butterick (2011) PR is essentially an incredibly dynamic, fast moving industry. Modern public relations practitioners are facing more difficulties and challenges as information speed and globalization alter the pace and landscape of the profession. Hence, academic theory is vital in modern PR because its aim is to assist practitioners in the practice of PR, making them better and more effective despite the dynamic nature of the industry. Moncur (2006) believes that a body of theoretical knowledge is central both to the delineation of public relations and to its maturation as a separate profession and academia discipline.

Furthermore, Moncur (2006) stated that public relations practitioners, armed without put from academia, actively engage with dominant coalitions in a range of organizations to
position public relations as a strategic management discipline and to contribute positively to the achievement of organizational goals while being sensitive to the aspirations of relevant publics. Cheney and Christensen (2006), however, suggested that theory will never be well-received until it tackles practical problems that relate its usefulness to practitioners. Toth (2002) took the same position when she suggested that although theories are valuable for their perspectives and attention to philosophy, they must also have “cash value” for the industry. Throughout the African continent, one of the most powerful influences on public relations practice is the African worldview. A concept encompasses the value of community and the recognition of the value of all individuals. The philosophy of Ubuntu is a value-based traditional philosophy of African humanism, and it runs deeply throughout African thought and action. The term ubuntu is derived from the Zulu maxim, meaning ‘a person is a person through other per-sons’ or ‘I am, because of others’. This maxim is also interpreted by different African cultures and in different African countries and languages to mean ‘a person is defined in relation to the community (Mersham, Skinner & Renburg, 2011).

According to Nyenjeri, Kinyua and Wawire (2014), public relations describes the various methods a company use to disseminate messages about its product, service or idea with an intention of building a positive corporate image to all the key associated stakeholders such as suppliers, stockholders, employees, customers and the general public or other interested members of the public. The aim of PR is to make public thin favourably and positively about the company and its product or service. Commonly used tools of PR include news release, press conferences, speaking engagements and corporate social responsibility. Public Relation Society in Kenya [PRSK], (2015) demonstrated that public relations profession has grown leaps and bounds in Kenya and globally a factor that is evidenced by the increased number of job opportunities, consultancies and academic institutions offering PR as a course. Kenya has close to 40 registered PR firms that operate at different levels of capacity and offer a diverse range of services to clients within Kenya and the East African Region. Furthermore, there are a host of individual consultants who also provide PR services to organizations.

2.3.1.1 Press Release
It is an announcement regarding changes in the organization or the product line; sometimes it is called news release. The objective is to inform members of the media of a
newsworthy event in the hope that they will convert it into a story. News has an important role in the PR agenda. Organizations and their PR practitioners need to harness the news agenda if they wish to actively manage their positioning and profile (Peter and Donnelly, 2007). According to Kotler (2003), a press release is a news story written by an organization to promote a product, organization, or person. Consider how much better a story or a product recommendation is likely to be perceived when the receiver thinks the content is from an objective third party rather than organization writing about it.

Kotler (2003) continues by stating that public relations personnel frequently prepare press releases in hopes that the news media will pick them up and disseminate the information to the public. However, there is no guarantee that the media will use a press release. Some of the PR opportunities that companies may seek to highlight in their press releases include charity events, awards, new products, company reports, and things they are doing to improve the environment or local community.

2.3.1.2 News Conference
A press conference is a voluntary presentation of information to the media. In a press conference, you decide what information is presented, how it is presented and who presents it. It is an opportunity to get your story on TV, radio or in the paper. Before you plan a press conference one should be very clear about their goals. This will help you do a better job of planning the press conference (Bray, 2008). A meeting held for the representatives of the media so that an organization can announce major news events such as launching of a new product, technologies, mergers acquisitions and special events or in the case of a crisis or problem, presents its position and plans for dealing with the situation. Safaricom has launched several news conferences such as Safaricom Jazz news release, launching of a new product such as m-shwari (Peter & Donnelly, 2007).

2.3.1.4 Sponsorship
Peter and Donnelly (2007) states that sponsorship focus on providing support and associating the organization’s name with events, programs or even people such as amateur athletes or teams. Many organizations sponsor sporting event, art festivals, public radio and television programs. Sponsorship is a two way mutually beneficial partnership between an organization being sponsored and the sponsor. Sponsorship works on the premise that association largely affects image and that the sponsor may exchange
money and/or goods or services in kind return for the association that the sponsorship provides. Those being sponsored may include groups or teams, events, charities, individuals, buildings and TV program (Kotler, 2003).

There are both primary and secondary objectives associated with using sponsorship. The primary reasons are to build awareness, develop customer loyalty and improve the perception held of the brand. Secondary reasons are more contentious, but generally they can be seen to attract new users, to support dealers and other intermediaries and to act as a form of staff motivation and morale building (Reed, 1994). Safaricom runs a corporate sponsorship programs with the goal of impacting the community in direct ways through the support for community projects while generating positive publicity for the company. Established in August 2003 by Safaricom Limited, the Safaricom foundation is one of the largest corporate Foundations in Kenya. Since its inception, it have invested over Kshs. 1.8 billion (approximately US$ 21 million) in education, health, economic empowerment, the environment, arts and culture, music and sports. In addition, it has also responded to disasters and humanitarian emergencies (Safaricom Foundation, 2014).

2.3.1.5 Corporate Social Responsibilities

Corporate Social Responsibility is a concept which has become dominant in business reporting. Every corporation has a policy concerning CSR and produces a report annually detailing its activity. And of course each of us claims to be able to recognize corporate activity which is socially responsible and activity which is not socially responsible (Crowther and Aras, 2008). The broadest definition of corporate social responsibility is concerned with what is or should be the relationship between global corporations, governments of countries and individual citizens. More locally the definition is concerned with the relationship between a corporation and the local society in which it resides or operates.

Another definition is concerned with the relationship between a corporation and its stakeholders. It is of great importance since it builds a positive corporate image towards various organizational stakeholders (Crowther and Aras, 2008). It is no longer acceptable for a corporation to experience economic prosperity in isolation from those agents impacted by its actions. A firm must now focus its attention on both increasing its bottom line and being a good corporate citizen. Organizations have developed a variety of
strategies for dealing with this intersection of societal needs, the natural environment, and corresponding business imperatives. Organizations can also be considered on a developmental continuum with respect to how deeply and how well they are integrating social responsibility approaches into both strategy and daily operations world-wide (D’Amato, Henderson & Florence, 2013).

2.4 To identify the Relationship between Sales Promotion and Competitive Advantage

2.4.1 Sales Promotion
Sales promotion is a key ingredient in marketing campaigns, consisting of diverse collection of incentive tools, mostly short term, designed to stipulate quicker or greater purchase of a particular product or services by customers or the trade (Kotler, 2003). Sales promotion is complex blend of communication techniques providing extra value, typically for trial to stimulate immediate sales. Sometimes sales promotion has long-run objectives like increasing awareness (Capon, 2012). It involves the delivery of messages to target customers with the main aim of building brand awareness, creating favourable brand attitudes, gaining market share, inducing buying, building brand loyalty and increasing sales (Kurtz, 2010).

Capon (2012) establishes that sellers use incentive-type promotions to attract leads, to reward loyal customers and to increase the repurchase rates of occasional users. Sales promotion often attracts brand switchers, who are primarily looking for low price, good value, or premiums. Sales promotion is unlikely to turn them into loyal customers. Sales promotion used in markets of high brand similarity produce a high sales response in the short-run but little permanent gain the market share. In markets of high brand dissimilarity, sales promotion can alter market share permanently.

Sales promotion consists of marketing activities that stimulate consumer purchasing and dealer effectiveness. These include displays, trade shows, coupons, contests, samples, premiums, product demonstrations, and various non-recurrent selling efforts used combined with other forms of promotion to emphasize, assist, supplement, or otherwise support the objectives of the promotional programme (Thompson, 1998). Sales promotion consists of short-term incentives, in addition to the basic benefits
offered by the product, or services to encourage the purchase or sales of a product or service (Kotler et al., 2001). Sales promotions cannot be conducted on a continuous basis, because they will eventually become ineffective.

The basic objectives of sales promotion is to introduce new products, attract new customers, induce present customers to buy more, to help firm remain competitive, to increase sales in off season among others. Sales promotion offers a direct inducement to act by providing extra worth over and above what is built into the product at its normal price. This temporary inducement according to them, are offered usually at a time and place where the buying decision is made (Sam and Buabeng, 2011). Generally, sales promotion is not a good standalone approach; the firm should tightly integrate sales promotion with other marketing communication tools. Firms often advertise several sales promotions simultaneously, but these should all support (or be supported by) the firm’s advertising or personal selling efforts. Rarely is sales promotion the central element in the firm’s communication strategy, but may be a large a large portion of the budget (Capon, 2012).

Kotler (2003) indicated that sales promotion is traditionally divided into two major categories. It comprise those promotions that have immediate reward and those that have long-run reward. Immediate reward promotions are offers that provide a benefit immediately such as bonus pack, price reduction, and coupons. Long run or delayed reward promotions defer in the benefit of the promotions and usually require the target consumers to do something before they receive the reward of the promotions. This mostly takes the form of raffle draws; refund deals, special price deals that require proof of purchase. Sales promotion include tools for consumer promotion which comes from the manufacturer to the consumers such as samples, coupons, cash refund offers, price offs, premium, prizes, tree trials, warranties and point of purchase displays whereas trade promotion are incentives from manufacturer to the intermediaries such as distributors, wholesalers and retailers. Trade promotions include; advertising and display allowances, price offs, and free goods. Last category of sales promotion focuses on sales force promotion and it constitute of trade shows and conventions, contests for sales reps and specialty advertising (Kotler, 2003).
2.4.2 Major Decisions in Sales Promotion
In using sales promotion, a company must establish its objectives, select the tools, develop the program, pretest the programme, implement and control the programme as well as evaluating the results (Kotler, 1997). It is essential as with any promotional technique to evaluate the effectiveness of the promotional campaign. Sales promotion like advertising is a very expensive promotional activity and therefore it is of primary importance that as a marketer you understand the propensity for the campaign to succeed or fail (Kotler, 2003).

2.4.2.1 Establishing Objectives
Sales promotion objectives are derived from a broader promotion objectives, which are derived from more basic marketing objectives developed for a product. For consumer promotion, objectives include encouraging purchase of larger sized units, building trial among non-users, and attracting switchers away from competitors’ brands. For trade promotions, objectives include persuading retailers to carry new items and higher level of inventory, encouraging off-season buying, encouraging stocking of related items, building brand loyalty, and gaining entry into new retail outlets (Kotler, 2003). Sales promotion involves some type of inducement that provides an extra incentive to buy. This incentive is usually the key element in the promotional programme.

The incentive may be a coupon or price reduction, the opportunity to enter a contest or sweepstake, a money-back refund or rebate, or an extra amount of a product. The incentive may also be a free sample of the product, given in the hope of generating a future purchase, or a premium that serves as a reminder of the brand and reinforces its image. Most sales promotion offers attempt to add some value to the product or service. Sales promotion can also provide an inducement to marketing intermediaries such as wholesaler and retailer (Peter and Donnelly, 2007). Kotler (2003) adds that the company may set single or combination of objectives depending on product-market situations. Also the company will have to integrate sales promotion objectives with communication and marketing objectives of the company.

2.4.1.2 Selecting Consumer Promotion Tools and Trade Promotional Tools
The promotional planner should take into account the type of market, sales promotion objectives, competitive conditions and each tool cost effectiveness. Some of the well-used
consumer promotion tools comprise of samples, cash refunds, coupons, premiums and price offs (Capon, 2012). Peter and Donnelly (2007) demonstrates that manufacturers use number of trade promotional tools including price off, point of displays materials, free goods and advertising and display allowance. Surprisingly, a higher proportion of the promotion pie is devoted to trade promotion tools than to consumer promotion, with media advertising covering the remaining 25% of the budget. Manufacturers award money to the trade to persuade the retailers or wholesalers to carry the brand, to persuade the intermediaries to carry more units than usual and inducing the retailer to promote the brand by featuring, display and price reductions.

2.4 1.3 Developing the Program
Kotler (2003) states that in planning sales-promotion programs, marketers are increasingly blending several media into a total campaign concept. In deciding to use a particular incentive, marketers have several factors to consider. First, they must determine the size of an incentive. A certain minimum is necessary if the promotion is to succeed. Second, the marketing manager must establish conditions for participation. Kotler (2003) continues by stating that an incentive might be offered to anyone or to the selected group. Kotler continues by saying, the marketer has to decide on the duration of promotion. According to one researcher, the optimal frequency is about three weeks per quarter, and optimal duration is the length of the average purchase cycle. Fourth, the marketer must choose a distribution vehicle. For instance, a fifteen-cents-off coupon can be distributed in the pack-age, in stores by mail or in advertising.

2.4.1.4 Pretesting, Implementing and Monitoring of the Program
Although most of sales promotion programs are designed on the basis of experience, pretest should be conducted to determine if the tools are appropriate, the incentive size is optimal, and presentation method efficient. Marketing managers must prepare implementation and control plans for each individual promotion to cover lead time and sell-in time. To evaluate the program, manufacturers can use three methods including; sales date, consumer surveys an experiments. In general sales promotion works best when try attract competitors’ customers to try a superior product and these customers switch from competitors product to your product (Kotler, 2003).
Once program specifics are decided, plan for execution, responsibilities for execution, time need to be carefully determined. Persons responsible for execution need to be identified whether they require any training, does he need support, need to be carefully thought through. How any contingency should be handled needs be drawn out. Feedback or post audit of the implementation plan should be monitored to assess the actual performance against the expected results. This will help in reviewing the program and will serve as inputs for future planning (Peter & Donnelly, 2007).

2.5 Chapter Summary
This chapter clearly reviewed the relevant literature in relation to the research objectives presented in this study. It revolves around the specific research objectives including the significance of advertising in the creation of competitive advantage, significance of public relations in the creation of competitive advantage and significance of sales promotion in the creation of competitive advantage for Safaricom. Chapter three focus on research methodology where research design, population and sampling design, sampling frame, sampling technique and sample size are discussed in detail. It goes further by discussing data collection methods and data collection instrument used.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter provides the overall research methodology that will be adopted in the study. The chapter highlights the methodology and procedures the researcher will adopt in conducting the study in order to respond to the specific questions brought about in chapter one. The chapter will be organized as follows: the research design, target population and sampling design, data collection methods, research procedures, data analysis methods and chapter summary.

3.2 Research Design
Burns and Groove (2003) defines research design as a blueprint for conducting research with maximum control over factors that may interfere the validity of the findings. Designing a study helps the researcher to plan and implement the study in a manner that will help the researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situations (Burns and Groove, 2001). Parahoo (1997) describes research design as a plan that describes how, when and where data will be collected and analyzed. A research design is the framework or road map that serves as the basis for the selection of a research sample and affects many other important aspects of a research. It is the plan and structure of investigation so conceived as to obtain answers to research questions (Copper & Schindler, 2003).

Survey research design was adopted in this study where it intends to answer questions that have been raised, to solve problems that have been posed or observed, to assess needs and set goals, to determine whether or not, specific objectives have been met, to establish a baseline against which comparison about the future can be made (Isaac and Michael, 1997). Furthermore, the researcher employed use of descriptive research design technique where much emphasis is placed on building relationships (correlation) between the independent variable(s) (x) and dependent variable (y). The descriptive research design intends to answer questions of why, how, where, when and what (Burns & Groove, 2001).
3.3 Population and Sampling Design

3.3.1 Target Population

Population is defined as a total collection of elements from which a study makes some inferences (Welman and Kruger, 2001). Polit and Hungler (1999) refer to population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. It is usually the ideal population of the study from which research results are to be generalized. Defining the target population is an important and often difficult part of the study. Burns and Grove (2003) indicate that population as all elements that meet criteria for inclusion in the study. Population of interest in this study constitute of Safaricom employees situated in Nairobi County.

Respondents of the study were drawn from the thirteen departments as follows: Chief Executive Office (CEO’s office), Information and Technology department, Finance Department, Human Resource Department, Risk Management Department, Technical Department, Commercial Department, Supply Chain and Administration Department, Corporate Affairs Department, Customer Care and Customer Service Department, Investor Relations Department, New products and Services Department and Marketing and Communications Department. Table 3.1 below shows the distribution of employees.
Table 3.1: Population Distribution for Safaricom in Nairobi County

<table>
<thead>
<tr>
<th>Departments</th>
<th>Number of Employees</th>
<th>Percentages (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO’S Office</td>
<td>5</td>
<td>0.2</td>
</tr>
<tr>
<td>Information Technology</td>
<td>105</td>
<td>4.3</td>
</tr>
<tr>
<td>Finance</td>
<td>71</td>
<td>2.9</td>
</tr>
<tr>
<td>Risk Management</td>
<td>47</td>
<td>1.9</td>
</tr>
<tr>
<td>Commercial</td>
<td>580</td>
<td>23.5</td>
</tr>
<tr>
<td>Supply Chain Administration</td>
<td>53</td>
<td>2.2</td>
</tr>
<tr>
<td>Corporate Affairs</td>
<td>34</td>
<td>1.4</td>
</tr>
<tr>
<td>Investor Relations</td>
<td>8</td>
<td>0.3</td>
</tr>
<tr>
<td>New product and M-pesa</td>
<td>327</td>
<td>13.3</td>
</tr>
<tr>
<td>Customer Care</td>
<td>831</td>
<td>33.7</td>
</tr>
<tr>
<td>Marketing</td>
<td>12</td>
<td>0.5</td>
</tr>
<tr>
<td>Technical</td>
<td>358</td>
<td>14.5</td>
</tr>
<tr>
<td>Human Resources</td>
<td>32</td>
<td>1.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2463</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Safaricom Limited (2015)

3.3.2 Sampling Design

A sampling design is the framework or road map that serves as the basis for the selection of a research sample and affects many other important aspects of a research (Peter & Donnelly, 2007).

3.3.2.1 Sampling Frame

A list of all elements from which a sample is selected. The definition encompasses the purpose of sampling frame, which is to provide a means for choosing particular members of the target population that are to be interviewed or given a questionnaire for response (Turner, 2003). Saunders, Lewis and Thornhill (2003) also define sampling frame as the complete list of all cases in the population, from which a sample is drawn. The sampling frame to be drawn for this study comprises of 2463 Safaricom employees situated in Nairobi County.
3.3.2.2. Sampling Technique
According to Copp and Schindler (2001), the sampling decisions flow from the nature of the guiding objectives and the specific investigative questions that evolve from the research objectives. These decisions were influenced by the requirements of the research task and its objectives, budget, available resources and prevailing culture. Burns and Groove (2003) stated that sampling technique refers to the methods that are engaged in drawing a sample unit for representation. Sampling techniques are categorized into two major categories including probability sampling and non-probability sampling. Burns et al. continues by demonstrating that probability sampling design is a sampling technique where all representatives have equal chance of being selected in the sample while non-probability sampling indicates that there is no equal chances of representation and the researcher uses certain criteria to draw a sample.

Probability sampling technique aims at achieving representativeness, which is the degree to which the sample accurately and precisely represents the entire population and probability sampling techniques are primarily used in quantitatively oriented studies (Johnson, Onwuegbuzie and Turner, 2007). The sampling technique to be used in this study to select sample is probability sampling particularly focusing on the use of stratified sampling. The sample will be drawn into divided strata based on gender such as male and female. The rationale for selecting this sampling techniques is based on elimination of biasness particularly gender sensitivity, increase in statistical efficiency and provision of adequate data for analyzing various sub-population.

3.3.2.4 Sample Size
Saunders, Lewis and Thornhill (2003) describe a sample is a subgroup or part of a larger population. Furthermore, a sample refers to the number of individuals or groups required to respond to achieve the required level of accuracy. A sample is the unit from which information on the investigated subject is drawn in order to draw analysis, conclusion or generalization. When determining size of a sample, a researcher need to find out if the population he or she is dealing with is a finite population whose size is known or infinite population whose size is unknown. This helps in choosing the appropriate formula to be used when determining sample size. In this case the population is known (Cruickshank, 2000).
When using a statistical formula of determining sample, there are three key important elements which include; level of confidence \((Z_{\infty})\), standard deviation and number of the population \((N)\). The sample size was determined using Yard’s formula, which is concerned with the application of normal approximation with 90% level of confidence and 10% allocation on error tolerance.

\[
n = \frac{N}{1 + N \cdot e}
\]

Where,

\(n\) = sample size

\(N\) = Population size

\(e\) = the error term at 90% level of confidence

\[
n = 2463 \quad \frac{2463}{1 + 2463(0.1)^2}
\]

\(n = 97\) respondents

The sample size of 97 is distributed based on the same percentages of the population. The distribution of the sample size is shown in the table 3.2 below:
Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Departments</th>
<th>Number of Employees</th>
<th>Percentages (%)</th>
<th>Sample Size</th>
</tr>
</thead>
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<td>4.3</td>
<td>4</td>
</tr>
<tr>
<td>Finance</td>
<td>71</td>
<td>2.9</td>
<td>3</td>
</tr>
<tr>
<td>Risk Management</td>
<td>47</td>
<td>1.9</td>
<td>2</td>
</tr>
<tr>
<td>Commercial</td>
<td>580</td>
<td>23.5</td>
<td>22</td>
</tr>
<tr>
<td>Supply Chain admin.</td>
<td>53</td>
<td>2.2</td>
<td>2</td>
</tr>
<tr>
<td>Corporate Affairs</td>
<td>34</td>
<td>1.4</td>
<td>1</td>
</tr>
<tr>
<td>Investor Relations</td>
<td>8</td>
<td>0.3</td>
<td>1</td>
</tr>
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<td>1</td>
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<td>Technical</td>
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<tr>
<td>Human Resources</td>
<td>32</td>
<td>1.3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2463</strong></td>
<td><strong>100</strong></td>
<td><strong>97</strong></td>
</tr>
</tbody>
</table>

Safaricom Limited (2015)

3.4 Data Collection Methods

Primarily data will be collected using a structured questionnaire. Questionnaire is a data collection instrument constituting of open-ended and close ended questions demanding response from the respective respondents (Saunders and Thornhill, 2003). The questionnaire will adopted both structured and unstructured (open ended) questions. The responses in the questionnaires will helped in gaining an in-depth insight on the significance of integrated marketing communications (I.M.C) in the creation of competitive advantage in Nairobi County.

The questionnaire will be developed by the researcher on the basis of the research objectives which were divided into five parts: part one seeks general information on the respondents, part two focuses on the significance of advertising in creating competitive advantage, part three emphasizes on the significance public relation in the creation of competitive advantage and the last part focuses on the significance of sales promotion in
the creation of competitive advantage for Safaricom in Nairobi County. The respondents were required to select and mark their answers from a prescribed list. Secondary data will be collected from Safaricom annual reports and Safaricom sustainable reports to its shareholders, journals and publications from research institutions. These include statements of financial position of a company as well as company’s sustainable reports for attainment of its corporate vision.

3.5 Research Procedures
Saunders and Thornhill (2003) recommend that all questionnaires to be pilot tested prior to collecting data to assess the validity and likely reliability of the questions. Furthermore, the validity and reliability of the data collected and response rate achieved depends largely on the design of questions, the structure of the questionnaire and the rigour of pilot testing. Thus the questionnaire will be designed by the researcher and pre-tested to ascertain their suitability before the actual data collection. A pre-test of the questionnaire will be carried out on five Safaricom users outside the group and adjustments to the questionnaire will be made where it seemed necessary before administering them to the respondents in the sample.

Data that will be collected during the pilot study will be tabulated and analyzed for reliability, relevance and completeness. This will help to ensure that all the required data are adequate to answer the specific research objectives. Where the questions are vague and ambivalent, improvements were made thereon and the questionnaires revised. With the help of a research assistant, the researcher distributed the appropriate questionnaires to the different departments based on the sample selected, requesting them to fill the questionnaires within ten days. Follow-up was done via e-mail and telephone to facilitate quicker and faster response rate. The researcher and his assistant physically collected the questionnaires from the respondents over a period of five to fourteen days after distribution.

3.6 Data Analysis Methods
The collected data will then be coded and entered into the Statistical Package for Social Sciences (SPSS) program according to each variable of the study for analysis. This study will use both descriptive statistics and inferential statistics to draw conclusions and
generalization of the provided data by respondents. According Saunders and Thronhill (2007), descriptive analysis involves a process of transforming a mass of raw data into tables, charts, with frequency distribution and percentages, which are a vital part of making sense of the data. In this study, the descriptive statistics such as percentages and frequency distribution, measures of central tendencies and measures of dispersion will be used to analyze the data collected from the participants. Furthermore, analytical tools on inferential statistics will be deployed to test for significance, strengths of association and direction of relationships. Some of the tools that will be used for statistical purposes includes; correlation, linear regression and ANOVA.

3.7 Research Ethical Issues
The ethical issues arose from this research study include non-publication of data, deception by respondents and confidentiality and anonymity. Non-publication of data became a challenge as a result of difficult faced when trying to access corporate data from the human resource manager. Furthermore, the study emphasized collection of data from different organizational departments hence, respondents from managerial level wanted their identity to be disclosed which is not appropriate and ethical in research work (Saunders & Thornhill, 2003).

3.8 Chapter Summary
This chapter expounds on methodology that will be used in carrying out the research. It describes the research design used in the study which is survey in nature focusing on employing explanatory research design technique. The population of the study comprised of 2463 Safaricom employees at Nairobi County. Probability sampling will be used and respondents will be divided into strata base on gender. Data will be collected using a structured questionnaire then analyzed using Statistical Package for Social Sciences (SPSS) where both descriptive statistics and inferential statistics will be brought into play to demonstrate results obtained from data collected. The next chapter presents the results and findings of the research basing on the specific research objectives stated in chapter one earlier on. Chapter four reflects the results and findings from the data collected using
the data collection instrument which covered the specific research objectives discussed in prior Chapter.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents data analysis and interpretation of the data collected from the field on the study using questionnaire as a data collection tool. The general objective of this research paper is to investigate the relationship between integrated marketing communications (IMC) tools and competitive advantage for Safaricom in Nairobi County. The findings are presented according to the structure and the outline of the questionnaire. The study was guided by the following specific research objectives: to find out the relationship between advertising and competitive advantage, to examine the relationship between public relations and competitive advantage and to identify the relationship between sales promotion and competitive advantage.

The chapter presents analysis of the data designed to respond to the specific research objectives outlined in the study. There are five subsections presented in the questionnaire. The first section addresses the demographic characteristics of the respondents. The other four sections address specific research objectives including relationship between advertising and competitive advantage, relationship between public relations and competitive advantage and relationship between sales promotion and competitive advantage. The study identifies that the analysis was carried out using SPSS version 20.0. The results are presented in form of tables and figures.

4.2 General Information
There were 100 questionnaires distributed to 13 departments at Safaricom Limited in Nairobi County. From the 100 questionnaires which had been issued and presented for administration to the respondents, all of them were filled and few were returned unfilled. Therefore, the study achieved a high a rate of response at 97%. The results are given in the following table 4.1
Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Respondents</th>
<th>Response</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safaricom employees</td>
<td>100</td>
<td>97</td>
<td>97%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100</td>
<td>97</td>
<td>97%</td>
</tr>
</tbody>
</table>

The general information for the study constituted of respondent’s gender, occupation, age, experience and citizenship.

4.2.1 Gender of the Respondents

The researcher ought to find out the gender of the respondents involved in this study. The findings in figure 4.1 indicates that 60.8% of the respondents are female compared to 39.2% who are male.

Figure 4.1 Gender Distribution
4.2.2 Occupation of the Respondents

The researcher sought to find out occupation of the respondents engaged in the study. The findings in table 4.2 establish that all the respondents from Safaricom Limited were employed. The study comprised of 97 respondents and it makes 100% of all the respondents. Therefore, all the respondents were employees of Safaricom from 13 different departments.

Table 4.2: Occupation of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Employed</td>
<td>97</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.3 Age of the Respondents

The researcher ought to identify the age of the respondents involved in the study. The findings in table 4.3 establish that most the respondents (63.9%) are aged between 21-30 years of age followed by 28.9% aged between 31-40 years of age and 6.2% between age of 41-50 years old. Lastly, 1% of the participants are below 20 years old.

Table 4.3: Age of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Below 20 years</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>21-30 years</td>
<td>62</td>
<td>63.9</td>
<td>63.9</td>
</tr>
<tr>
<td></td>
<td>31-40 years</td>
<td>28</td>
<td>28.9</td>
<td>28.9</td>
</tr>
<tr>
<td></td>
<td>41-50 years</td>
<td>6</td>
<td>6.2</td>
<td>6.2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>97</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.2.4 Experience of the Respondents

The results in table 4.4 indicates that majority of the respondents (50.5%) have working experience of 3-5 years. In addition, the findings demonstrate that 22.7% of the respondents have experience of below 3 years where as a tie of 22.7% indicates that they have experience of 5-10 years. Lastly, 4.1% of the participants have experience of over 10 years. Hence, majority of the respondents have working experience of 3-5 years.

Table 4.4: Experience of the Respondents

<table>
<thead>
<tr>
<th>Experience of the Respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 3 years</td>
<td>22</td>
<td>22.7</td>
<td>22.7</td>
<td>22.7</td>
</tr>
<tr>
<td>3-5 years</td>
<td>49</td>
<td>50.5</td>
<td>50.5</td>
<td>73.2</td>
</tr>
<tr>
<td>5-10 years</td>
<td>22</td>
<td>22.7</td>
<td>22.7</td>
<td>95.9</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>4</td>
<td>4.1</td>
<td>4.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.2.5 Citizenship of the Respondents

The research sought to find out the level of citizenship for the respondents involved in the study. The findings in table 4.5 demonstrates that majority of the respondents (76.3%) are Kenyan while 21.6% are Non-Kenyan. Therefore, this indicates that majority of Safaricom employees are Kenyans.

Table 4.5 Citizenship of the Respondents

<table>
<thead>
<tr>
<th>Citizenship of the Respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenyan</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>73</td>
<td>73</td>
<td>75.3</td>
<td>75.3</td>
<td>76.3</td>
</tr>
<tr>
<td>21</td>
<td>21</td>
<td>21.6</td>
<td>21.6</td>
<td>97.9</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>99.0</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.2.6 Reliability Test Analysis

According to Cooper and Schindler (2006), a measure is reliable to the degree that it supplies consistent results. Sekran (1996), states that reliability of a measure indicates the stability and consistency with which the instrument is measuring the concept. Reliable instruments can be used with confidence that transient any situational factor. The study involved conducting a reliability test for checking consistency of the data collection instrument used. In this case a questionnaire was employed in order to collect data on Safaricom in regard to the relationship between integrated marketing communication tools (IMC) and competitive advantage. The calculated Cronbach’s alpha for this study is 0.802, indicating high reliability in the instrument used. Hence, a data collection instrument (questionnaire) with a Cronbach’s alpha higher than 0.7 indicates that the data collection instrument is suitable for data collection for the study in question. The reliability test offers the results presented in table 4.6 below:

Table 4.6: Cronbach's Alpha Result

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.802</td>
<td>.831</td>
<td>97</td>
</tr>
</tbody>
</table>

4.3 Correlation between Advertising, Public Relations and Sales Promotion

4.3.1 Correlation between Advertising and Public Relations

The research sought to find out the relationship between advertising and public relations. The findings on the table measure the strength of linear relationship between advertising and public relations. In this case, correlation coefficient (r) is used to measure the strength of relationship between advertising and public relations. The study demonstrates that correlation coefficient = 0.235 and P-value = 0.001. Therefore, since p-value is less than 0.05 there is a positive moderate linear relationship between advertising and public relation. The findings are presented on table 4.7 below:
Table 4.7: Correlation between Advertising and Public Relations

<table>
<thead>
<tr>
<th>Kendall's tau_b</th>
<th>COMPUTE Advertising=SUM(Q1,Q2,Q3,Q4,Q5,Q6,Q7,Q8,Q9,Q10,Q11,Q12,Q13)</th>
<th>Correlation Coefficient</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
<th>COMPUTE PR=SUM(Q14,Q15,Q16,Q17,Q18,Q19,Q20,Q21,Q22,Q23,Q24)</th>
<th>Correlation Coefficient</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.000</td>
<td>.237**</td>
<td>.001</td>
<td>97</td>
<td>1.000</td>
<td>.237**</td>
<td>.001</td>
<td>97</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.3.2 Correlation between Advertising and Sales Promotion

The researcher ought to determine the relationship between advertising and sales promotion. The findings from this study demonstrate that there is a positive linear relationship between advertising and sales promotion since P-value = 0.000 and correlation coefficient = 0.332. Therefore, the study concludes that there is a positive moderate linear relationship between advertising and sales promotion since P-value is less than 0.05 and correlation coefficient = 0.032. The table 4.8 below presents the findings:
### Table 4.8 Correlation between Advertising and Sales Promotion

<table>
<thead>
<tr>
<th></th>
<th>COMPUTE Advertising=SUM(Q1,Q2,Q3,Q4,Q5,Q6,Q7,Q8,Q9,Q10,Q11,Q12,Q13)</th>
<th>COMPUTE Salespromotion=SUM(Q25,Q26,Q27,Q28,Q29,Q30,Q31,Q32,Q33,Q34,Q35)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation Coefficient Correlation Coefficient</td>
<td>1.000</td>
<td>.332**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>97</td>
<td>96</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

### 4.3.3. Correlation between Public Relations and Sales Promotion

The researcher sought to establish relationship between public relations and sales promotion. The results indicates that there is a positive moderate linear relationship between public relations and sales promotion since P-value = 0.000 and correlation coefficient = 0.407. Therefore, the study concludes that there is a positive linear relationship between public relations and sales promotion since P-value is less than 0.05 and correlation coefficient is between 1. The results are presented in table 4.9 below:
4.4 Linear Regression of Advertising, Public Relations and Sales Promotion and Competitive Advantage

4.4.1 Relationship between Advertising, Public Relations and Sales Promotion

The researcher sought to establish the relationship between advertising, public relations and sales promotion using linear regression. The findings below provide a regression summary with the coefficient of correlation (r) which measures the strength and direction of linear relationship between variables. In this case, correlation coefficient measures the strength and direction of relationship between advertising, sales promotion and public relations with competitive advantage. The findings indicate that P-value = 0.000 and a correlation coefficient = 0.275 which denotes that there is a moderate positive linear relationship between the advertising, public relations and sales promotion and competitive advantage. In addition, coefficient of determination (R square) which is the portion of the total variation in dependent variable which is explained by the variation in independent variable = 0.076. This indicates 7.6% of the variation in competitive advantage can be explained by advertising, public relations and sales promotion.
Therefore, since $R^2 = 0.076$ the goodness of fit of the model is explained to be very weak due to the fact that $R^2$ is less than 0.1. Therefore, it is concluded that there is a significant linear relationship between marketing promotional tools including advertising, public relations and sales promotion since $P$-value is less than 0.05. Tables 4.10 below present the findings:

Table 4.10: Relationship between Advertising, Public Relations and Sales Promotion

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.275$^a$</td>
<td>.076</td>
<td>.045</td>
<td>.63982</td>
<td></td>
<td>.076</td>
<td>2.506</td>
<td>3</td>
<td>92</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), COMPUTE Salespromotion=SUM(Q25,Q26,Q27,Q28,Q29,Q30,Q31,Q32,Q33,Q34,Q35), COMPUTE Advertising=SUM(Q1,Q2,Q3,Q4,Q5,Q6,Q7,Q8,Q9,Q10,Q11,Q12,Q13), COMPUTE PR=SUM(Q14,Q15,Q16,Q17,Q18,Q19,Q20,Q21,Q22,Q23,Q24)

4.4.2 ANOVA between Advertising, Public Relations and Sales Promotion

The researcher ought to determine the overall significance of the model using ANOVA. The table below gives an overall significance of the model. The linear regression model summary concludes that there is a no overall significance of the model between marketing promotional tools and competitive advantage since $P$-value = 0.064 which is greater than the recommended significance level of 0.05. The table 4.11 below presents the findings as follows:

Table 4.11: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3.078</td>
<td>3</td>
<td>1.026</td>
<td>2.506</td>
<td>.064$^a$</td>
</tr>
<tr>
<td>Residual</td>
<td>37.662</td>
<td>92</td>
<td>.409</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>40.740</td>
<td>95</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Competitive advantage
b. Predictors: (Constant), COMPUTE Salespromotion=SUM(Q25,Q26,Q27,Q28,Q29,Q30,Q31,Q32,Q33,Q34,Q35), COMPUTE Advertising=SUM(Q1,Q2,Q3,Q4,Q5,Q6,Q7,Q8,Q9,Q10,Q11,Q12,Q13), COMPUTE PR=SUM(Q14,Q15,Q16,Q17,Q18,Q19,Q20,Q21,Q22,Q23,Q24)
4.4.3 Coefficients among Advertising, Public Relations and Sales Promotion

The researcher sought to identify significance of independent variables including advertising, public relations and sales promotion using coefficients. In this case, $B_0$(Constant)= 2.612 which means that the minimal competitive advantage as a result of marketing promotional tools such as advertising, public relations and sales promotion is at 2.612. Therefore, there is constant competitive advantage of 2.612. The confidence level at 95% for $B_0$ lies between 1.298 and 3.926. Furthermore, $B_1$= 0.009 hence it indicates that there is a significant linear relationship between advertising and competitive advantage since $B_1$= 0.09. Moreover, $B_2$ = 0.002 demonstrates that there is a significant linear relationship between public relations and competitive advantage since P-value is less than 0.05. Lastly, $B_3$ = 0.023 indicates an existence of a significant linear relationship between sales promotion and competitive advantage since P-value is less than 0.05.

Hence a linear regression model, $Y= 2.612 + 0.009x + 0.002x + 0.023x$ was developed to fit the analysis. This model offers a generalization that the amount spent on advertising increases by 0.9% for every unit increase in competitive advantage. Furthermore, it indicates that the amount spent on public relations increases by 0.2% for every unit increase in competitive advantage in terms of corporate image and building good relationship with the stakeholders. Lastly, the model indicates that sales promotion increases by 0.23% of every unit increase in competitive advantage in terms of short-term financial performance of the company. The table 4.12 below presents findings on coefficients of advertising, public relations and sales promotion as follows:
Table 4.12: Coefficients among Advertising, Public Relations and Sales Promotion

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPUTE Advertising=SUM(Q1,Q2,Q3,Q4,Q5,Q6,Q7,Q8,Q9,Q10,Q11,Q12,Q13)</td>
<td>2.612</td>
<td>0.662</td>
<td></td>
<td>3.948</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPUTE PR=SUM(Q14,Q15,Q16,Q17,Q18,Q19,Q20,Q21,Q22,Q23,Q24)</td>
<td>0.009</td>
<td>0.008</td>
<td>-0.111</td>
<td>1.078</td>
<td>.284</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPUTE Salespromotion=SUM(Q25,Q26,Q27,Q28,Q29,Q30,Q31,Q32,Q33,Q34,Q35)</td>
<td>0.023</td>
<td>0.010</td>
<td>0.239</td>
<td>2.253</td>
<td>.027</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Competitive advantage

4.5 Chapter Summary

This chapter gives a detailed account and analysis of the results of the research findings governed by the specific research objectives stated earlier in chapter two. The findings and results are analyzed and presented using both descriptive and inferential statistics by graphs and tables for easy interpretation. The subsequent chapter covers discussion, conclusion and recommendation on a basis of the specific research objectives guiding the study.
CHAPTER FIVE
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter provides a detailed discussion of the findings as compared to the findings of the literature review indicated in chapter two. It also offers the summary of the study, conclusions and recommendations for further improvements on the relationship between integrated marketing communications tools and competitive advantage.

5.2 Summary of the Study
This paper investigates the relationship between integrated marketing communication (IMC) tools and competitive advantage for Safaricom at Nairobi County. The study is also guided by the following specific research objectives including; finding out the relationship between advertising and competitive advantage, to examine the effectiveness of the relationship between public relations and competitive advantage and to identify the relationship between sales promotion and competitive advantage for Safaricom.

The research methodology approach for this study was undertaken as follows; a survey research design was adopted in this research with much emphasis placed on descriptive research design technique. The total population for this study comprised of 2463 Safaricom employees in Nairobi County. The sample size drawn constitutes of 97 Safaricom employees situated in Nairobi County. The sampling technique used in this study to select the sample is a probability sampling technique where stratified sampling technique was employed. Primary data was collected using a questionnaire. The questionnaire adopted both structured and unstructured (open ended) questions. Secondary data was collected from Safaricom financial reports and sustainable development reports put forth by the Company. Data was then analyzed using Statistical Package for Social Sciences (SPSS) program and presented using tables and figures to give a clear picture of the research findings at a glance.

Research analysis given by the findings and results from the fourth chapter entails that there is a significant correlation (relationship) between advertising, public relations and sales promotion in creating competitive advantage. From the correlation analysis, is has been found that advertising correlate with public relations with a P-value equivalent to
0.001 hence there is a significant relationship between advertising and public relations. In addition, it has also been found that advertising correlate with sales promotion with p-value = 0.000 and correlation coefficient \( r = 0.332 \) hence, it is concluded that there is a significant positive relationship between advertising and sales promotion. Furthermore, the study entails that public relations and sales promotion correlates with P-value = 0.000 and correlation coefficient = 0.407. Therefore, it is concluded that public relations has a strong positive relationship with sales promotion since P-value is less than 0.05.

Linear regression on the other hand, provide justifications on the relationship between advertising, public relation and sales promotion and competitive advantage. Linear regression model summary offers correlation coefficient which measures the strength and direction of relationship between advertising, sales promotion and public relations with competitive advantage. The findings indicates that there is a correlation coefficient = 0.275 which denotes that there is a weak positive linear relationship between the advertising, public relations and sales promotion in building competitive advantage. In addition, the model summary offers coefficient of determination (R square) =0.076. This indicates 7.6% of the variation in competitive advantage can be explained by advertising, public relations and sales promotion. Hence, R-square = 0.076, indicates goodness of fit of the model is weak as it is close to 0.1. Therefore, the linear regression model summary concludes that there is no overall significance of the model since P-value = 0.064 which is greater than the recommended significance level of 0.05.

Therefore, a linear regression model for the study \( Y= 2.612 + 0.009A + 0.002PR + 0.023SP \) which indicates that advertising, public relation and sales promotion are significantly important on competitive advantage for Safaricom in Nairobi country. Hence, the independent variables are useful in creating synergy in terms of clarity of the message, consistency of the message and maximum impact to the targeted audience.

5.3 Discussion

5.3.1 Correlation between Advertising, Public Relations and Sales Promotion

The literature indicates that marketing promotional tools such as advertising, public relations and sales promotions are of key importance in communicating essential company’s offerings with the major objectives of informing, persuading, reminding and revitalizing for brands that have lost a considerable equity and popularity in the market.
(Peter and Donnelly, 2007). Kotler (2003) indicates that core functions of advertising include creating awareness; convincing the customers to try the product as well as reminding them about existence of a product. Furthermore, organizations employ public relations with essence of building a positive corporate image, being a good citizen as well as building good relationship with its key stakeholders. (Peter and Donnelly, 2007) mentioned that PR embraces corporate reputation, crisis management, government relations (lobbying), international relations, product publicity, press relations and shareholder relations. In addition, organization uses sales promotion as a strategy that entices quick purchases as a result of both consumer and trade promotional tools. Capon (2012) establishes that sellers use incentive-type promotions to attract leads, to reward loyal customers and to increase the repurchase rates of occasional users. Marketing promotional tools play important roles of disseminating messages, whether to build preference for a brand, to educate people on the functionality, benefits or added value of particular products.

Findings from literature review indicates that most companies employed a promotion strategy that is merely traditional approach where marketing promotional tools such as advertising, public relations and sales promotion operates in isolation and not simultaneously. This hinders effective communication since marketing promotional tools are used separately and isolative in a manner that does not observe consistency, clarity in the message and maximum impact to the targeted audience.

This study emphasize on integrated marketing communication approach where marketers coordinates and integrates the different marketing communication tools with a major purpose of creating synergy in terms of clarity of the message, consistency of the message and maximum impact to the targeted audience. Furthermore, the use of integrated marketing communication approach helps an organization to meet its audiences in an effective way with optimal use of the scarce resources with major impact in communication aspect of value chain addition.

Findings from the correlation analysis indicates that, there is a significant positive relationship between advertising and public relations since P-value = 0.001. In addition, the results reveals that there is a significant positive relationship between advertising and sales promotion since P-value = 0.000 which is less than the recommended significance.
value of 0.05. Nonetheless, the findings refute that there is a significant positive correlation between public relations and sales promotion since $P$-value = 0.000.

Therefore, the findings conclude that there is a necessity for Safaricom to coordinate its communication efforts so as it can reach wide customer base, in less time and efficient manner. Moreover, it is essential to bring together the different marketing promotional tools with a core purpose of reaching out the targeted audience in a way that offer effective communication of the company’s offerings. Hence, integrating the promotional tools will help attain synergy in terms of clarity, consistency and maximum impact of the message.

5.3.2 Linear Regression between Advertising, Public Relations and Sales Promotion in creating Competitive Advantage

Literature indicates that advertising are used to build up long-term image of products, it can efficiently reach large disperse customer base. Advertising program aims at informing by creating awareness, persuading consumer to purchase the product as well as reminding them that the product exist in the market (Kotler, 2003). Moreover, public relations as a strategic communication tool that builds mutually beneficial relationships between an organization and its key publics. To achieve their goals PR develop effective relationships with their audience or publics such as employees, customers, suppliers, shareholders and the community with a core targets of building good relationship, positive corporate reputation, social investment and being a good citizenry (Nyenjeri, Kinyua & Wawire, 2014).

Furthermore, sales promotion as a key marketing promotional tool plays a significant role of stimulating short term or quicker purchase of a product or service. Sales promotion is usually accompanied by incentives including both customer oriented promotional tools and trade promotional tools to entice purchase. Linear regression is an approach for modeling the relationship between the independent variables and the dependent one (Peter & Donnelly, 2007).

Findings from the literature review reveal that large number of companies use marketing promotional tools such as advertising, public relations and sales promotion separately
having each marketing tool serve its own purpose rather than a collective approach that make use of all these tools to attain efficiency, synergy and competitiveness in the market. Hence, it is difficult for them to have a coordinated marketing communication effort with a consistent message that is clear enough to have a maximum impact to the targeted audience.

Findings from multi-linear regression analysis which involved three key variables including advertising, public relations and sales promotion demonstrate that there is a significant positive moderate relationship between integrated marketing communication tools and competitive advantage due to the fact that P-value = 0.000 and a correlation coefficient = 0.275. This designate that the independent variables are not compacted enough to have huge impact on the promotional campaign. Hence, the promotional tools such as advertising, public relations and sales promotion can be integrated effectively and appropriately with a major purpose of creating synergy and ensuring there is maximum impact of the message to the targeted consumers, assured consistency and clarity in the intended message.

In addition, findings provide a coefficient of determination (R-square) = 0.076. This indicates that 7.6% of the variation in competitive advantage can be explained by advertising, public relations and sales promotion. Furthermore, R=square offer goodness of fit of the model. In this scenario, R-square designates that the goodness of fit of the model is very weak due to the fact that R-square is less than 0.1. Moreover, results designates that there is little overall significance of the model since, P-value from ANOVA table is = 0.064 which is greater than 0.05 which is greater than the recommended significance level of 0.05.

Therefore, findings demonstrates that integrated marketing communications tools have a significant moderate positive relationship with competitive advantage however, the goodness of fit of the model is very weak which indicate that much has to be done to guarantee effective communication among different marketing communication tools so as to ensure clarity of the message, consistency of the message and maximum impact of the message in creating synergy and effective marketing communication campaign.
5.4 Conclusions

5.4.1 Correlation between Advertising, Public Relations and Sales Promotion

The study concludes that there is a significant positive relationship between advertising and public relations due to the fact that P-value = 0.001. Therefore, the study can generalize existence of a positive relationship between advertising and public relations in creating clarity, consistency and maximum impact of the message to the targeted consumers with the aim of ensuring effective communication between the company and its stakeholders. In addition, the study justifies that there is a significant strong positive relationship between advertising and sales promotion because correlation coefficient (r) = 0.332 and P-value = 0.000. Therefore, findings justify existence of a significant positive linear relationship between advertising and sales promotion due to the fact that p-value is less than 0.05. Moreover, the results offer a correlation coefficient = 0.407 and P-value = 0.000. Therefore, the study justifies existence of a positive relationship between public relations and sales promotion since P-value is less than 0.05 and correlation coefficient is close to 1.

5.4.2 Linear Regression between Advertising, Public Relations and Sales Promotion in creating Competitive Advantage

The regression model Y = 2.612 + 0.009x + 0.002x + 0.023x at 95% confidence level justifies an existence of a positive relationship between advertising, public relations and sales promotion in creating competitive advantage due to the fact that P-value is = 0.000. The model reveals that 0.9% unit increase in advertising, 0.2% increase in public relations and 0.23% increase in sales promotion lead to unit increase in competitive advantage. Therefore, the study concludes that advertising, sales promotion and public relations play a significant role in creating competitive advantage for Safaricom in terms of effective promotional communication campaign hence it has an upper edge over its competitors such as Airtel, Orange and others of alike.

5.5 Recommendations

5.5.1 Recommendations for Improvements

5.5.1.1 Investing Appropriately in Marketing promotional Mix

Safaricom should invest appropriately in the marketing promotional mix including advertising, public relations and sales promotion as well as other marketing tools bearing
in mind that each promotional tool plays a substantial and significant role in creating awareness, persuasion, revitalizing of products as well as reminding them on the existence of their products.

5.5.1.2 Effective Integration of Marketing Communication Tools

Furthermore, the promotional mix should be integrated and coordinated in an effective way so as to ensure that there is clarity in the message, consistency in the message through the various channels as well as maximum impact in terms of coverage. Therefore, it is recommended that firms should place a considerable attention to integrated marketing mix since every element plays a crucial role in creating synergy and ensuring effective communication amongst the company’s Key stakeholders.

5.51.3 Employment of Quality Assurance Team

Lastly, it is recommended that Safaricom should employ a management team that will ensure a proper management of marketing strategies including promotion in a manner that the company communicates to all its key stakeholders effectively and creatively.

5.5.2 Recommendations for Further Studies

5.5.2.1 Engaging Key Stakeholders in Decision Making Process

Amongst the important recommendations uncovered by employees for further improvement of performance in integrated marketing communication process include effective involvement and engagement employees and customers in the decision making platform since they are the key stakeholders of the organization.

5.5.2.2 Engaging in Marketing Research

In addition, companies should engage more in research activities in order to understand consumer behavior. Through that way, it can tailor its promotional strategy in a way that ensures effective communication amongst the interested parties. Lastly, this study recommends further research to be carried out by scholars with the major purpose of broadening body of knowledge on integrated marketing communication and ensuring that corporations undertake perfect promotional mix to meet its core target.
REFERENCES


Cruickshank, M. T. (2000). Developing a Quality Culture within a School of Nursing in Higher Education. Hawkesbury, Australia: University of Western Sydney.


Safaricom Limited. (2012). *Safaricom Foundations*


APPENDICES

APPENDIX: 1

TO WHOM IT MAY CONCERN

RE: MR. MSUYA SOLOMON ELISA

The above named MBA student is undertaking a research thesis on the significance of integrated marketing communication tools in the creation of competitive advantage for Safaricom in Nairobi County.

Kindly accord him with the necessary assistance. Any information given will be useful only for the purpose of this research thesis.

Your Cooperation is highly appreciated.

Kind regards,

Dean Chandaria School of Business,
USIU-Africa.
APPENDIX: 2

THE SIGNIFICANCE OF INTEGRATED MARKETING COMMUNICATION IN THE CREATION OF COMPETITIVE ADVANTAGE FOR SAFARICOM IN NAIROBI COUNTY

The following is a questionnaire that will be used to determine the significance of integrated marketing communication (IMC) in the creation of competitive advantage for Safaricom at Nairobi County using Safaricom employees as a sample unit. Through the brief questionnaire, your answers will be helpful in determining which factors creation of competitive advantage. Your response will only be used for survey purposes. Hence, confidentiality is assured.

PART I: GENERAL INFORMATION

1. Gender:
   □ Male  □ Female

2. Occupation:
   □ Employed  □ Self-employed  □ Un-employed  □ Student  □ Others

4. How old are you?
   □ Below 20 years  □ 21-30 years  □ 31-40 years  □ 41-50 years  □ 51 years and above

5. Kindly indicate the department you are in?
   □ CEO’S Office  □ Information Technology  □ Finance  □ Risk Management  □ Others
   If others, specify …………………………………………………

6. For how long have you worked in this organization?
   □ Below 3 years  □ 3-5 years  □ 5-10 years  □ Over 10 years

7. Citizenship
   □ Kenyan  □ Non- Kenyan
PART 2: Significance of Advertising in the Creation of Competitive Advantage

In the table provided below, grade whether the following advertising promotional tools aids creation of competitive advantage. Please tick (X) on the box corresponding to your personal opinion for each advertising inquiry.

5-Strongly Agree  4-Agree  3-Neutral  2-Disagree  1-Strongly Disagree

<table>
<thead>
<tr>
<th>ADVERTISING</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does advertising campaign meet the company’s core objective?</td>
<td></td>
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<tr>
<td>Does advertising objectives emerge from a thorough analysis of the current market situation?</td>
<td></td>
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</tr>
<tr>
<td>Does Safaricom allocate enough funds to meet advertising campaign objectives?</td>
<td></td>
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</tr>
<tr>
<td>Does Safaricom sales correspond with the advertising budget allocated?</td>
<td></td>
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</tr>
<tr>
<td>Does frequency of advertising reflect Safaricom advertising budget?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does Safaricom use appropriate methods to allocate its advertising budget?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Safaricom choice of advertising message, is it appropriate and clear for the targeted market?</td>
<td></td>
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</tr>
<tr>
<td>Does Safaricom provide a consistent message through its various advertising channels?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Does the advertising message creates enough responses from the targeted audience?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Execution style employed by Safaricom, is it viable for the targeted audience?</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Does Safaricom use combination of more than one execution styles?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Is the customers’ response in line with the company’s</td>
<td></td>
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</tbody>
</table>
advertising objectives?

Does Safaricom evaluate and control its advertising campaign to ensure effectiveness?

Comments:

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PART 3: Significance of Public Relation in the Creation of Competitive Advantage

In the table provided below, grade whether public relations variables plays a significant role in the creation of competitive advantage. Please tick (X) on the box corresponding to your personal opinion for each category.

5-Strongly Agree 4-Agree 3-Neutral 2-Disagree 1-Strongly Disagree

<table>
<thead>
<tr>
<th>PUBLIC RELATIONS</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do public relations build corporate image?</td>
<td></td>
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</tr>
<tr>
<td>Does PR help in building good relationship with the company’s key stakeholders?</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Does Safaricom view Public relations as a sustainable marketing tool in a long-run?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does Safaricom use public relations for crisis management purposes?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Does Safaricom use press release as a key tool to disseminate information to its key stakeholders?</td>
<td></td>
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</tr>
<tr>
<td>Do Safaricom use news conference when launching a new product, technologies, and mergers/acquisitions?</td>
<td></td>
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</tr>
<tr>
<td>Is sponsorship a dominant PR tool used by Safaricom to reach its audiences?</td>
<td></td>
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<tr>
<td>Does Safaricom sponsor events as a marketing tool to</td>
<td></td>
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</tr>
</tbody>
</table>
communicate its offerings?

Does Safaricom attend to corporate social responsibility to build a positive corporate image and good citizenship?

Is Public relation an appropriate tool to reach the targeted audience?

Does public relations yield a positive response from Safaricom customer base?

Any other comments:

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PART 4: Significance of Sales Promotion in the Creation of Competitive Advantage

In the table provided below, grade whether the following sales promotion ingredients aids creation of competitive advantage.

Please tick (X) on the box corresponding to your personal opinion for each category.

5-Strongly Agree  4-Agree  3-Neutral  2-Disagree  1-Strongly Disagree

<table>
<thead>
<tr>
<th>SALES PROMOTION</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do Safaricom use sales promotion as a key marketing tool in its promotion strategy?</td>
<td></td>
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<tr>
<td>Does sales promotion aid in meeting company’s core objective?</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Does sales promotion stipulate quicker or greater purchase?</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Does sales promotion create short term financial results for Safaricom?</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Does Safaricom use customer promotional tools to entice quick purchase?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>------------------------------------------------------------------------</td>
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<td>---</td>
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<td>---</td>
</tr>
<tr>
<td>Does Safaricom employ trade promotional tools to stimulate quick purchase?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are Safaricom’s trade promotional tools relevant in reaching out their middle men such as agents?</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Do sales promotional tools help in building trial for non-users of Safaricom?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is Safaricom sales promotional budget adequate to meet short-term promotional objectives?</td>
<td></td>
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</tr>
<tr>
<td>Is sales promotion helpful in reaching out the targeted customers?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does Safaricom employ monitoring of its sales promotion tools to ensure effectiveness in its implementation?</td>
<td></td>
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</tr>
</tbody>
</table>

**Any other comments:**

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

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE
APPENDIX 3: BUDGET

Time budget- time wise the study will take about 5 months from research proposal to data collection procedures as well as analysis and discussion of the data collected.

Financial budget- financial budget will include the following expenses. As indicated by the table below:

<table>
<thead>
<tr>
<th>Items</th>
<th>Budgeted Sum (Kshs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparation of Research Proposal</strong></td>
<td></td>
</tr>
<tr>
<td>Printing of chapters (1-3)</td>
<td>5,000</td>
</tr>
<tr>
<td>Travelling</td>
<td>5,000</td>
</tr>
<tr>
<td>Internet usage</td>
<td>3,000</td>
</tr>
<tr>
<td>Food</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>18,000</td>
</tr>
<tr>
<td><strong>Data collection</strong></td>
<td></td>
</tr>
<tr>
<td>Printing of Questionnaires</td>
<td>5,000</td>
</tr>
<tr>
<td>Transport</td>
<td>2,000</td>
</tr>
<tr>
<td>Telephone Charges</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9,000</td>
</tr>
<tr>
<td><strong>Analysis and Discussion</strong></td>
<td></td>
</tr>
<tr>
<td>Internet cost</td>
<td>4,000</td>
</tr>
<tr>
<td>Printing of final report</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>33,000</td>
</tr>
</tbody>
</table>
APPENDIX 4: PLAN

I intend to attend to the remaining of this thesis (chapter 4 and 5) as follows:

<table>
<thead>
<tr>
<th>Activities</th>
<th>Time allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal report</td>
<td>1 month</td>
</tr>
<tr>
<td>Piloting and pre-testing</td>
<td>3 days</td>
</tr>
<tr>
<td>Issuing of questionnaires</td>
<td>2 days</td>
</tr>
<tr>
<td>Collection of questionnaires</td>
<td>3 days</td>
</tr>
<tr>
<td>Coding</td>
<td>1 week</td>
</tr>
<tr>
<td>Data analysis (SPSS)</td>
<td>3 weeks</td>
</tr>
<tr>
<td>Discussion</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Final review of the thesis</td>
<td>1 week</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2 months 2 weeks</strong></td>
</tr>
</tbody>
</table>