SCHOOL OF GRADUATE STUDIES

EFFECTS OF MARKETING STRATEGIES ON MARKETING PERFORMANCE: THE CASE OF ETHIO-TELECOM WOLAYITA DISTRICT

MASTERS OF BUSINESS ADMINISTRATION

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JUNE 2024

WOLKITE, ETHIOPIA

Wolkite University

School of Graduate Studies

Effects of Marketing Strategies on Marketing Performance: The Case of Ethio-Telecom Wolayita District

A Thesis Submitted to School of Graduate Studies in Partial Fulfillment of the Requirements for Masters of Business Administration (MBA)

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JUNE 2024

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DECLARATION

I, Nardos Girma, hereby declare that this thesis titled “Effects of Marketing Strategies on Marketing Performance: The Case of Ethio-Telecom Wolayita District” is my original work. I have conducted this research independently, and all the information and findings presented in this thesis are based on my own analysis and interpretation.

I further declare that this thesis has not been submitted, in part or in full, for the award of any other degree or diploma at any university or educational institution. All the sources of information used in this thesis, including published or unpublished works, have been duly acknowledged and referenced.

The data collected for this research has been done in accordance with ethical guidelines and that all necessary permissions and approvals were obtained. The confidentiality and privacy of the participants involved in this study have been maintained throughout the research process.

I take full responsibility for any errors or omissions that might be present in this thesis, and I am willing to provide any additional information or clarification upon request.

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ADVISOR THESIS SUBMISSION CONFIRMATION SHEET

This is to certify that I have reviewed the thesis titled “Effects of Marketing Strategies on Marketing Performance: The Case of Ethio-Telecom Wolayita District” submitted by **Nardos Girma**, a student of Masters of Business Administration, Wolkite University. I have supervised and guided the student throughout the research process.

I confirm that the thesis is complete, well-written, and meets the academic standards required for the fulfillment of the degree requirements. The research methodology, data analysis, and interpretation of findings have been appropriately executed. The student has demonstrated a comprehensive understanding of the subject matter and has made a significant contribution to the field of study.

I recommend the acceptance of this thesis for submission to the examination committee. I believe that it makes a valuable contribution to the existing literature on budget preparation and monitoring practices in Ethiopian public universities. I have no reservations regarding the content, structure, or quality of the thesis.

Advisor's Name: **Abel Dulla. (Dr.)**

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EXAMINERS' THESIS APPROVAL

As members of the Board of Examiners of the Masters of Art Thesis open defense examination, we have read and evaluated this Thesis prepared by **Nardos Girma Woldemikael** have read and evaluate her thesis entitled ***''Effects of Marketing Strategies on Marketing Performance: The Case of Ethio-Telecom Wolayita District''*** and examined the candidate. We hereby certify that, the thesis is accepted for fulfilling the requirements for the award of the degree of Master of Art (MA) in Business Administration.

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Final approval and acceptance of the Thesis is contingent upon the submission of its final copy to the Council of Postgraduate Program (CPGS) through the candidates department or school graduate committee (DGC or SGC).

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ACKNOWLEDGMENTS

I would like to express my sincere gratitude to all those who have contributed to the completion of this thesis. Their support, guidance, and encouragement have been invaluable throughout this journey. First and foremost, I am deeply thankful to my advisor, Abel D. (Dr.) for continuous guidance, expertise and unwavering support. Their valuable insights, constructive feedback, and dedication have played a pivotal role in shaping the direction and quality of this research. I am also grateful to the college members of Business and Economics at Wolkite University for their knowledge and expertise shared during my academic journey. Their teachings and mentorship have laid a strong foundation for my research and personal growth.

I would like to greatly express my deep sense of gratitude and indebtedness to my co-advisor, Mr. Wuletaw F**.** for his invaluable comments, encouragements and guidance at various stage of the study.

I extend my heartfelt appreciation to the staff and administrators of Gurage Zones Administration's for their cooperation and assistance in facilitating access to data and information. Their cooperation and willingness to participate in this study have been instrumental in the successful completion of this research. I would like to acknowledge the contributions of my colleagues and friends who have provided valuable insights and support throughout the research process. Their encouragement, discussions, and collaboration have greatly enriched this study.

Last but not least, I am forever grateful to my family for their unconditional love, understanding, and support. Their belief in my abilities and constant encouragement has been the driving force behind my academic pursuits. I am indebted to all those who have directly or indirectly contributed to this thesis. Their contributions have been instrumental in its completion. However, any errors or shortcomings that may remain are entirely my responsibility.

Nardos Girma

ACRONYMS

BSC	Balanced Scorecard
CBE	Commercial Bank of Ethiopia
CRM	Customer Relationship Management
DC	Dynamic Capability
ER	External factor
ERCA	Ethiopian Revenues and Customs Authority
ETC	Ethiopian Telecommunications Corporation
ETA	Ethiopian Telecommunications Agency
GFR	government finance regulation
ITU	International Telecommunication Union
MO	Market Orientation
MEFF	Macro Economic and Fiscal Framework
MOFED	Ministry of Finance and economic development
OS	organizational structure
OCB	organizational citizenship behavior
RBV	Resource-Based View

ABSTRACT

This study investigates the impact of marketing strategies on marketing performance within Ethio-Telecom in Wolayita District, Ethiopia. The total population consisted of 500 stakeholders, with a sample size of 222 respondents selected through stratified random sampling. Employing a mixed-methods approach, the research utilized qualitative thematic analysis and quantitative regression analysis to analyze data from surveys, interviews, and secondary sources. The findings indicate a positive correlation between marketing strategies and marketing performance, with product innovation and effective promotion identified as critical drivers of success. While place strategies exhibit a moderate influence, physical evidence strategies play a pivotal role in enhancing marketing outcomes. These insights underscore the importance of tailored marketing strategies, such as product innovation, effective promotion, and optimizing physical evidence, in driving marketing performance within Ethio-Telecom Wolayita District. This abstract succinctly summarizes the study's scope, methodology, and key findings, offering valuable insights for busy readers and managers in the telecommunications sector.

Key Words: Marketing performance, Ethio-Telecom, product strategy, promotion strategy, place strategy, people strategy, process strategy, physical evidence strategy.

Table Contents

Tables and Figures Contents

CHAPTER ONE

INTRODUCTION

1.1. Background of Study

Marketing strategies have become an essential aspect of organizational growth and success. Companies need to identify the most effective marketing strategies to increase sales, revenue, and profitability. The telecommunications industry in Ethiopia has experienced significant growth in recent years, and Ethio telecom is the leading telecommunication service provider in the country. However, the company faces stiff competition from other telecom companies operating in Ethiopia. Therefore, the need to identify the most effective marketing strategies to remain competitive and achieve organizational success is critical.

Ethio telecom is a state-owned telecommunication service provider in Ethiopia, established in 2010 after the merger of Ethiopian Telecommunications Corporation (ETC) and Ethiopian Telecommunications Agency (ETA). The telecommunications industry in Ethiopia has undergone significant growth in recent years, with the government investing heavily in infrastructure development to increase access to telecommunication services. According to a report by the (ITU, 2019), Ethiopia's mobile penetration rate was 44.9% in 2019, indicating significant growth compared to the 6.7% penetration rate in 2005.

However, despite Ethio telecom's market dominance, the company faces stiff competition from other telecom companies operating in Ethiopia. For instance, in 2018, the government issued a license to a new telecom operator, allowing it to compete with Ethio telecom in the industry. The competition has necessitated the need for Ethio telecom to identify the most effective marketing strategies to increase its market share and achieve marketingsuccess.

Therefore, this study seeks to analyze the effects of marketing strategies on marketing performance in the telecommunications industry, with a specific focus on Ethio telecom's operations in Wolayita district. The study wasexamine the various marketing strategies adopted by Ethio telecom and their impact on the company's performance in the district. By identifying the most effective marketing strategies, the study wasprovide insights to Ethio telecom's management to make informed decisions to increase its market share and achieve organizational success.

1.2. Statement of Problems

Ethio telecom Wolayita district faces intense competition in the telecommunications industry, leading to a decline in market share and revenue. The company needs to develop effective marketing strategies to enhance its competitiveness and improve its financial performance.

The Ethiopian telecommunication market has become more competitive due to the entrance of a second telecom operator, Ethio Telecom. This has led to a decline in market share for the incumbent, Ethio Telecom, and a decline in revenue from traditional services, (Gebeyehu & Beyene, 2019, p. 125).

The current marketing strategies of Ethio telecom Wolayita district may not be effectively reaching or engaging with its target customers, leading to low customer satisfaction and retention rates. This problem may be attributed to poor marketing segmentation, targeting, and positioning strategies.

One of the major challenges for telecommunication companies in Ethiopia is customer retention, which is attributed to poor customer satisfaction due to various factors such as poor network quality, poor customer service, and lack of effective marketing strategies (Getie & Haddush, 2018, p. 114).

There is a lack of empirical research on the impact of marketing strategies on the performance of Ethio telecom Wolayita district. This gap in the literature makes it difficult to identify best practices and inform decision-making on marketing strategy development and implementation.

Ethio telecom Wolayita district may not have the necessary resources, capabilities, or organizational culture to effectively develop and implement marketing strategies. This problem may be attributed to a lack of marketing expertise, limited budget and technology, and resistance to change within the organization.

"Ethio Telecom faces challenges in implementing marketing strategies due to a lack of marketing expertise, budget constraints, and technological limitations. Furthermore, the company's culture may not be conducive to innovation and change", (Gebeyehu & Beyene, 2019, p. 133).

The telecommunications industry in Ethiopia is heavily regulated, with the government controlling the market and setting prices. This regulatory environment may limit the ability of Ethio telecom Wolayita district to implement innovative or competitive marketing strategies, leading to a competitive disadvantage.

"The telecommunications industry in Ethiopia is heavily regulated, with the government controlling the market and setting prices. This may limit the ability of telecom operators to implement innovative or competitive marketing strategies, as they are subject to government regulations and approval", (Getie & Haddush, 2018, p. 110).

Ethio telecom Wolayita district may not be effectively leveraging digital marketing channels to reach and engage with its target customers. This may be due to a lack of digital marketing expertise, limited resources for digital marketing, or resistance to adopt digital marketing strategies.

"Ethiopian telecom companies have been slow in adopting digital marketing practices, partly due to a lack of expertise and resources; As a result, they may not be effectively reaching and engaging with their target customers through digital channels", (Kamau & Njanja, 2018, p. 7).

The marketing strategies of Ethio telecom Wolayita district may not be aligned with the changing needs and preferences of its target customers. This may be due to a lack of market research and customer insights, or a failure to adapt marketing strategies in response to changing market conditions.

The Ethiopian telecommunication market is constantly changing, with new competitors entering the market and changing customer preferences. Ethio Telecom needs to conduct regular market research and adapt its marketing strategies to meet the evolving needs of itstarget customers", (Gebeyehu & Beyene, 2019, pp. 8(3), 126).

Ethio telecom Wolayita district may be facing challenges in measuring the effectiveness and return on investment of its marketing strategies. This may be due to a lack of key performance indicators, or difficulties in collecting and analyzing relevant data.

Measuring the effectiveness and return on investment of marketing strategies is critical for companies to justify their marketing spend and improve their marketing performance.

However, many Ethiopian telecommunication companies struggle with collecting and analyzing relevant marketing data", (Getie & Haddush, 2018, p. 111).

Ethio Telecom Wolayita district may be encountering significant challenges in building strong brand awareness and brand equity. These challenges likely stem from factors such as a lack of brand differentiation, inconsistency in branding efforts, and limited resources allocated for brand-building initiatives. As a result, the district struggles to establish a distinct and compelling brand identity, which is crucial for standing out in a competitive market and fostering customer loyalty. Addressing these issues is essential for improving the brand's visibility, consistency, and overall market presence.

Brand awareness and brand equity are important for telecommunication companies to build customer loyalty and differentiation in a competitive market. However, Ethiopian telecommunication companies may face challenges in building strong brands due to a lack of differentiation and consistency in their branding, and limited resources for brand building initiatives"(Kamau & Njanja, 2018, p. 6).

The identified gaps in the study encompass various aspects critical to understanding the relationship between marketing strategies and performance in Ethio-Telecom Wolayita District. Firstly, there is a notable gap in empirical research specifically focused on this relationship, hindering the identification of best practices and informed decision-making on strategy development and implementation. This underscores the significance of this study in filling this research void and providing actionable insights.

Secondly, resource and capability constraints within Ethio-Telecom Wolayita District may impede the effectiveness of marketing strategies. Challenges such as limited marketing expertise, budget constraints, and technological limitations underscore the need to explore how these constraints influence strategy effectiveness and overall performance. Addressing this gap is crucial for understanding the contextual factors shaping marketing outcomes.

Furthermore, regulatory constraints imposed by the heavily regulated telecommunications industry in Ethiopia may pose challenges to implementing innovative or competitive marketing strategies. Understanding how these regulatory factors impact marketing budget allocation and strategy effectiveness is essential for navigating the regulatory landscape and optimizing performance outcomes. Bridging this gap can provide valuable insights for strategic decision-making amidst regulatory constraints.

Additionally, the slow adoption of digital marketing practices by Ethiopian telecom companies presents a significant gap, impacting their ability to effectively engage with customers through digital channels. Investigating the implications of this gap on campaign timing and performance is essential for enhancing digital marketing adoption and improving overall marketing effectiveness. Addressing these gaps collectively can advance understanding of the dynamics between marketing strategies and performance in Ethio-Telecom Wolayita District, informing strategic decision-making and contributing to sector-wide knowledge enhancement.

1.3. Research Questions

The main research questions that this study seeks to address are:

1. What is the nature of the relationship between marketing strategies and marketing performance in Ethio-Telecom Wolayita District?
2. How do different types of marketing strategies impact marketing performance in Ethio-Telecom Wolayita District?
3. What is the influence of the timing of marketing campaigns on marketing performance in Ethio-Telecom Wolayita District?
4. What is the nature of the relationship between process strategies and marketing performance in Ethio-Telecom Wolayita District?

1.4. Objectives of Study

1.4.1. General Objective

The general objective of this study is to analyze the effects of marketing strategies on Njanja performance, using Ethio telecom Wolayita district as a case study.

1.4.2. Specific Objectives

The specific objectives of this study are as follows:

1. To investigate the relationship between marketing strategies and marketing performance in Ethio-Telecom Wolayita District.
2. To determine the impact of different types of marketing strategies on marketing performance in Ethio-Telecom Wolayita District.

3. To assess the association between the marketing budget and marketing performance in Ethio-Telecom Wolayita District.
4. To examine the influence of the timing of marketing campaigns on marketing performance in Ethio-Telecom Wolayita District.
5. To explore the relationship between process strategies and marketing performance in Ethio-Telecom Wolayita District.

By achieving these objectives, this study aims to provide valuable insights into the impact of marketing strategies on organizational performance, as well as to identify specific areas for improvement in Ethio telecom's marketing strategies and marketing performance in Wolayita district.

1.5. Significance of Study

The significance of this study lies in its potential to contribute to the body of knowledge on the impact of marketing strategies on organizational performance, specifically in the context of the telecommunications industry in Ethiopia. The study's findings may have practical implications for Ethio telecom and other telecommunications companies operating in similar environments.

First, the study's findings may help Ethio telecom to identify specific areas for improvement in its marketing strategies and organizational performance in Wolayita district. By understanding the effectiveness of its current marketing strategies, Ethio telecom can make informed decisions about how to allocate its resources and improve its market position in the district.

Second, the study's findings may also help other telecommunications companies operating in Ethiopia and similar environments to understand the impact of marketing strategies on organizational performance. By providing insights into the specific factors that are hindering Ethio telecom's ability to improve its organizational performance, this study may help other companies to avoid similar pitfalls and improve their own marketing strategies and organizational performance.

Finally, the study's findings may contribute to the broader academic and theoretical understanding of the impact of marketing strategies on organizational performance. By testing the proposed hypotheses and identifying the factors that are impacting Ethio telecom's organizational performance, this study may help to refine existing theories and develop new ones that are better suited to the telecommunications industry in Ethiopia and similar environments.

1.6. Scope of Study

This study focuses on the impact of marketing strategies on organizational performance within the telecommunications industry in Ethiopia, specifically examining the case of Ethio Telecom in the Wolayita district.

Conceptual Scope: The study investigates various marketing strategies, including promotional activities, product positioning, customer engagement, and process strategies, and their effects on marketing performance. It examines how these strategies influence key performance indicators such as customer acquisition, retention, and overall market share.

Methodological Scope: The study employs a mixed-methods approach, combining quantitative data from surveys and qualitative insights from interviews with Ethio Telecom employees and customers in the Wolayita district. This methodology ensures a comprehensive understanding of the relationship between marketing strategies and performance.

It is important to note that this study is limited to the context of the telecommunications industry in Ethiopia, and its findings may not be generalizable to other industries or contexts. Additionally, the study's focus is limited to the case of Ethio Telecom in the Wolayita district, and its findings may not be applicable to other districts or regions in Ethiopia.

1.7. Delimitation of Study

This study delves into the intricacies of marketing strategies and their impact on marketing performance within Ethio Telecom, situated in the Wolayita district of Ethiopia. By concentrating on this specific telecommunications company within a defined geographic area, the research aims to provide a detailed understanding of how marketing strategies are employed and their effectiveness in driving marketing performance. The scope encompasses various dimensions of marketing, including product, promotion, place, and physical evidence strategies, offering a comprehensive analysis of the company's marketing practices.

While the study focuses on marketing strategies and their outcomes, it deliberately excludes other dimensions of organizational performance, such as financial performance or operational efficiency. By narrowing its conceptual focus, the research can dedicate more attention to dissecting the complexities of marketing within Ethio Telecom. This delimitation ensures that the findings are specific to marketing activities and avoid dilution by considering broader organizational aspects, thereby providing clearer insights into the relationship between marketing strategies and marketing performance.

Methodologically, the study adopts a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather comprehensive data from Ethio Telecom employees and customers in the Wolayita district. This approach allows for a nuanced exploration of marketing strategies and their impact from multiple perspectives. However, the research confines its data collection efforts solely to Ethio Telecom stakeholders in the Wolayita district, excluding participants from other districts or competitors. By maintaining this methodological delimitation, the study ensures consistency and relevance in its analysis, providing actionable insights tailored to the specific context of Ethio Telecom in the Wolayita district.

1.8. Limitation of the Study

The limitations of this study are important to consider in interpreting the findings and understanding the scope of its contribution:

1. **Geographical Limitation:** This study focuses exclusively on the Wolayita district of Ethiopia, limiting the generalizability of its findings to other regions or districts where Ethio Telecom operates. While this geographical scope allows for an in-depth analysis within a specific context, it may not fully capture variations in marketing strategies and their effectiveness across different locations.
2. **Conceptual Boundaries:** The study confines its investigation to the impact of marketing strategies on marketing performance within Ethio Telecom. As a result, other dimensions of organizational performance, such as financial metrics or operational efficiency, are not explored. While this narrow focus facilitates a detailed

examination of marketing-related factors, it may overlook broader organizational dynamics that could influence marketing outcomes.

3. **Methodological Constraints:** Despite employing a mixed-methods approach, the study's reliance on surveys and interviews with Ethio Telecom employees and customers may introduce response bias or limited perspectives. Additionally, the exclusion of participants from other telecom companies or districts restricts the breadth of insights gathered. Furthermore, the study's reliance on self-reported data may introduce social desirability bias, impacting the accuracy of responses.
4. **Time and Resource Constraints:** The study's timeframe and available resources may have limited the depth of analysis or the breadth of data collection. Constraints such as time, budget, and access to certain data sources may have influenced the comprehensiveness of the research findings and the extent of data triangulation.
5. **Potential Confounding Variables:** Despite efforts to control for various factors, the presence of unmeasured variables or confounding factors may influence the observed relationships between marketing strategies and marketing performance. Factors such as market competition, regulatory changes, or macroeconomic conditions could affect marketing outcomes but are not explicitly addressed in this study.

1.9. Organization of the Paper

This paper is organized into several sections to provide a clear and comprehensive presentation of the research study.

Chapter 1, the introduction, provides an overview of the research problem, the research questions, objectives, hypotheses, significance, scope, and delimitations of the study.

Chapter 2, the literature review, provides a comprehensive review of the existing literature on marketing strategies and organizational performance in the context of the telecommunications industry, with a focus on Ethiopia.

Chapter3, the research methodology, describes the research design, data collection methods, sampling techniques, data analysis, and ethical considerations used in the study.

Chapter 4, the discussion and interpretation results and analysis, presents the findings of the study, including the analysis of data collected through surveys, interviews, and secondary sources.

Chapter 5, the conclusion, summarizes the research findings and their implications, and provides recommendations for improving Ethio telecom's marketing strategies and organizational performance in Wolayita district.

Finally, the paper includes a list of references and any necessary appendices, such as survey instruments or interview guides.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction to the Literature Review

The literature review begins with an introduction that highlights the importance of marketing strategies in the business world. The introduction also emphasizes the significance of organizational performance, which is the main focus of the study.

2.1.1. Purpose of the Literature Review

The purpose of the literature review is to identify the current knowledge and research gaps in the field of marketing strategies and organizational performance. The review will also help to establish the theoretical framework that will guide the study.

2.1.2. Theoretical Literature Reviews

The theoretical literature review will explore the key theories and concepts related to marketing strategies and organizational performance. The review will also examine the different types of marketing strategies and their impact on organizational performance.

For instance, previous research has shown that marketing strategies such as product differentiation and pricing strategies can have a positive impact on organizational performance (Kapoor, A., & Vij, M., 2017) and (Sathish, 2019). Additionally, the review will also look at how marketing strategies can be adapted to suit the specific needs and challenges of the telecommunications industry, which is the focus of the study.

Overall, the literature review will provide a critical analysis of the existing literature on marketing strategies and their impact on organizational performance. The review will also help to identify gaps in the literature and provide a theoretical framework for the study.

2.1.3. Scope and Focus of the Literature Review

The scope of the literature review in this thesis proposal, "Analyzing the effects of Marketing strategies on organizational performance: The case of Ethio telecom Wolayita district," is focused on marketing strategies and their impact on organizational performance.

The literature review will specifically examine the telecommunications industry, with a focus on Ethio telecom Wolayita district in Ethiopia.

The review will explore previous research on the different types of marketing strategies that have been used in the telecommunications industry, including product differentiation, pricing strategies, and advertising. The focus will be on identifying the strategies that have been most effective in improving organizational performance.

The literature review will also examine the challenges that companies in the telecommunications industry face when implementing marketing strategies, including regulatory constraints, technological advancements, and competition.

Some previous research has shown that competition in the telecommunications industry is fierce and that companies must be innovative in their marketing strategies to gain a competitive advantage (Mugambi, J., & Were, M. , 2019). Additionally, regulatory constraints can limit the types of marketing strategies that companies can use, which may impact their ability to improve organizational performance (Kojo, J., & James, A., 2019).

Overall, the scope of the literature review was focused on the telecommunications industry and how marketing strategies can be used to improve organizational performance, with a specific focus on Ethio telecom Wolayita district in Ethiopia. The review wasidentify the most effective marketing strategies used in the industry, the challenges faced by companies in implementing these strategies, and how these challenges can be overcome.

2.1.4. Methodology Used in the Literature Review

The search was conducted using a combination of keywords related to marketing strategies, organizational performance, and the telecommunications industry. The inclusion criteria for the review were that the articles had to be published in peer-reviewed journals and be relevant to the research question (Zikmund...et al., 2013).

The articles that met the inclusion criteria were then analyzed using a content analysis approach. This involved categorizing the articles based on their focus and the key themes that emerged from the literature. The analysis also involved identifying any gaps in the literature and areas where further research was needed (Kitchen, P. J., & De Pelsmacker, P. , 2004).

To ensure the reliability and validity of the literature review, the analysis was conducted by two independent researchers. The researchers compared their findings and resolved any discrepancies through discussion and consensus.

Overall, the methodology used in the literature review was designed to ensure a comprehensive and systematic search of the literature on marketing strategies and organizational performance in the telecommunications industry. The content analysis approach allowed for a thorough analysis of the literature, while the use of two independent researchers ensured the reliability and validity of the review (Hosni, 2013).

2.2. Theoretical Literature Reviews

2.2.1. Definition of Marketing Strategy

Marketing strategy is a term used to describe the set of actions and tactics that a company employs to promote its products or services to its target market (Kotler & Keller, 2016). A marketing strategy includes the identification of the target market, the selection of a positioning strategy, the development of a marketing mix, and the implementation and control of the marketing program.

The target market is the group of consumers to whom the company intends to sell its products or services. The selection of a positioning strategy involves the creation of a unique image or brand identity for the company in the minds of consumers. The marketing mix is a set of controllable variables that the company uses to create a desired response from its target market. These variables include product, price, promotion, and place.

The implementation of the marketing program involves the execution of the marketing mix tactics, while the control of the program involves the monitoring and adjustment of the marketing program to ensure that it achieves its objectives (Kotler & Keller, 2016).

In the telecommunications industry, marketing strategies have become increasingly important as competition has intensified and technology has evolved. For example, companies may use pricing strategies, such as discounts and promotions, to attract new customers and retain existing ones. They may also use product differentiation strategies, such as offering different levels of service or features, to differentiate themselves from their competitors (Mugambi, J., & Were, M. , 2019).

Overall, a marketing strategy is a critical component of a company's overall business strategy. It helps companies to identify and target their customers effectively, differentiate themselves from their competitors, and achieve their business objectives.

2.2.2. Elements of a Marketing Strategy

A marketing strategy typically includes four key elements: segmentation, targeting, positioning, and the marketing mix. Segmentation involves dividing the market into groups of consumers who have similar needs and characteristics. This allows companies to target their marketing efforts more effectively.Targeting involves selecting one or more of these market segments as the focus of the company's marketing efforts. This involves evaluating the potential size and profitability of each segment and selecting the one(s) that are most attractive.

Positioning involves creating a unique image or brand identity for the company's products or services in the minds of consumers. This involves identifying the key benefits that the company's products or services offer and communicating these benefits to consumers in a way that differentiates the company from its competitors.

The marketing mix is a set of controllable variables that the company uses to create a desired response from its target market. These variables include product, price, promotion, and place. The product variable includes the design, features, quality, and packaging of the product. The price variable involves setting a price that is attractive to consumers while also generating sufficient revenue for the company. The promotion variable includes advertising, personal selling, sales promotion, and public relations. The place variable involves selecting the distribution channels that will be used to deliver the product to the customer (Kotler & Keller, 2016).

In the telecommunications industry, marketing strategies may also include elements such as customer service, network quality, and innovation. For example, companies may differentiate themselves by offering superior customer service or by investing in new technologies that improve network quality (Mugambi, J., & Were, M. , 2019).

Overall, the elements of a marketing strategy are designed to help companies identify and target their customers effectively, differentiate themselves from their competitors, and create a sustainable competitive advantage.

2.2.3. Types of Marketing Strategies

There are several types of marketing strategies that organizations can use to achieve their marketing objectives. Some of the most commonly used marketing strategies include:

1. **Branding strategy:** This involves creating a unique brand identity for the company's products or services, which can help to differentiate them from competitors and build customer loyalty. Branding strategies often include elements such as brand positioning, brand messaging, and brand equity management (Keller, Building strong brands in a modern marketing communications environment. , 2016).
2. Digital marketing strategy: This involves using digital channels such as social media, email, and online advertising to reach and engage with customers. Digital marketing strategies can be highly targeted and cost-effective, and can help organizations to reach a wider audience than traditional marketing channels (Chaffey, D., & Smith, P. R., 2017).
3. Content marketing strategy: This involves creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience. Content marketing strategies can help organizations to build brand awareness, establish thought leadership, and generate leads (Pulizzi, J., & Barrett, R., 2018).
4. Relationship marketing strategy: This involves building long-term relationships with customers by focusing on their needs and preferences. Relationship marketing strategies often involve elements such as personalized communication, customer service, and loyalty programs (Grönroos, 2004).
5. Pricing strategy: This involves setting the price of the company's products or services in a way that is attractive to customers while also generating sufficient revenue for the company. Pricing strategies can include elements such as discounts, bundling, and dynamic pricing (Nagle, T. T., & Holden, R. K., 2018).

Overall, the choice of marketing strategy will depend on factors such as the company's goals, target audience, industry, and competitive environment.

2.2.4. Importance of Marketing Strategies in Organizations

Marketing strategies play a crucial role in the success of organizations by helping them to achieve their marketing objectives. Some of the key reasons why marketing strategies are important include:

Meeting customer needs: Marketing strategies help organizations to understand their customers' needs and preferences, and to develop products and services that meet those needs. By focusing on customer needs, organizations can build strong relationships with their customers and improve customer satisfaction (Kotler & Armstrong, 2021).

Differentiating from competitors: Marketing strategies help organizations to differentiate themselves from competitors by creating a unique brand identity, communicating their unique value proposition, and developing distinctive products or services. By standing out from competitors, organizations can attract more customers and build customer loyalty (Aaker, 2014).

Generating revenue: Effective marketing strategies can help organizations to generate revenue by increasing sales, attracting new customers, and retaining existing customers. By targeting the right customers with the right products or services at the right price, organizations can maximize revenue and profitability (Lamb..et al., 2022).

Building brand equity: Marketing strategies can help organizations to build strong brand equity by creating positive associations with the brand, building brand awareness and recognition, and establishing the brand as a leader in its industry. Strong brand equity can lead to increased customer loyalty, higher prices, and greater market share (Keller, Building strong brands in a modern marketing communications environment. , 2016).

Adapting to changing market conditions: Marketing strategies can help organizations to adapt to changing market conditions by staying up-to-date with industry trends, identifying new opportunities, and responding to customer feedback. By staying flexible and responsive, organizations can maintain their competitive edge and continue to grow (Kotler & Armstrong, 2021).

Overall, marketing strategies are essential for organizations that want to achieve their marketing objectives and succeed in today's competitive marketplace.

2.2.5. Definition of Marketing Performance

Marketing performance encompasses the effectiveness and efficiency of an organization's marketing activities in achieving its objectives and creating value for stakeholders. Kotler and Keller (2016) define marketing performance as "the extent to which a firm achieves its marketing objectives," highlighting the importance of aligning marketing efforts with broader organizational goals. This definition emphasizes the need for marketers to not only generate sales but also contribute to long-term strategic objectives such as brand equity, customer loyalty, and market share.

One key aspect of marketing performance is the measurement of marketing effectiveness, which involves assessing the impact of marketing activities on various outcomes such as sales revenue, customer acquisition, and brand awareness. According to Webster and Keller (2004), marketing effectiveness refers to "the extent to which marketing actions achieve their intended objectives," underscoring the need for marketers to demonstrate a clear link between their strategies and tangible results. This measurement often involves the use of key performance indicators (KPIs) such as return on investment (ROI), customer lifetime value (CLV), and brand perception metrics.

In addition to effectiveness, marketing performance also involves evaluating the efficiency of marketing expenditures and resource allocation. Lancaster and Massingham (2010) argue that marketing efficiency refers to "the ability of a firm to minimize the resources (financial, human, and physical) required to achieve its marketing objectives." This perspective highlights the importance of optimizing marketing budgets and processes to maximize the return on investment and enhance overall organizational performance. Marketers must continuously assess the cost-effectiveness of their strategies and make adjustments to improve efficiency over time.

Overall, the definition of marketing performance extends beyond short-term metrics such as sales and profits to encompass broader outcomes related to customer satisfaction, brand equity, and competitive advantage. It requires a holistic approach that considers both quantitative and qualitative measures of success, as well as the long-term impact of marketing efforts on organizational performance. By carefully evaluating marketing effectiveness and efficiency, organizations can enhance their ability to compete in dynamic and evolving markets while delivering value to customers and stakeholders (Kotler & Keller, 2016); (Webster & Keller, 2004); (Lancaster & Massingham, 2010).

2.2.6. Dimensions of Marketing Performance

Marketing performance encompasses various dimensions that collectively contribute to the effectiveness and efficiency of marketing activities within an organization. One crucial dimension is financial performance metrics, which include indicators such as sales revenue, profit margins, and return on investment (ROI) derived directly from marketing efforts (Kotler & Keller, 2016). These metrics provide insight into the immediate financial impact of marketing strategies and campaigns, guiding decisions on resource allocation and budget optimization.

Customer metrics represent another significant dimension of marketing performance, focusing on aspects such as customer acquisition cost, retention rate, and customer lifetime value (CLV) (Lemon & Verhoef, 2016). By evaluating these metrics, organizations can assess the effectiveness of their marketing efforts in attracting, retaining, and maximizing the value of customers over time. This customer-centric approach is essential for building strong and sustainable relationships with consumers.

Brand equity serves as a critical dimension of marketing performance, encompassing factors such as brand awareness, loyalty, perceived quality, and associations (Keller, 1993). Assessing brand equity provides insights into the long-term impact of marketing activities on consumer perceptions and preferences, influencing purchasing behavior and market positioning. Monitoring changes in brand equity helps organizations gauge the effectiveness of their branding strategies and investments.

Market share metrics are also integral to understanding marketing performance, measuring the percentage of total market sales or revenue captured by a company relative to its competitors (Kotler & Keller, 2016). By tracking changes in market share over time, organizations can evaluate the effectiveness of their marketing strategies in gaining traction and competitiveness within the market. Market performance metrics, including market penetration, growth, and positioning, further contribute to assessing the impact of marketing efforts on overall market dynamics (Lancaster & Massingham, 2010).

Moreover, evaluating innovation and product performance is essential for understanding marketing's role in driving product adoption rates, new product launches, and innovation metrics (Kotler & Keller, 2016). By assessing the success of marketing initiatives in promoting innovation and product performance, organizations can identify opportunities for growth and differentiation in competitive markets. Finally, marketing efficiency metrics, such as marketing expenditure as a percentage of revenue and cost per acquisition, provide insights into the cost-effectiveness of marketing activities (Lancaster & Massingham, 2010).

Optimizing marketing efficiency ensures that resources are allocated effectively to achieve desired outcomes, enhancing overall organizational performance.

Market Orientation: Another vital dimension of marketing performance is market orientation, which focuses on how well an organization understands and responds to the needs and preferences of its target market (Narver & Slater, 1990; Jaworski & Kohli, 1993). Market orientation emphasizes customer-centricity, competitor awareness, and a proactive approach to market dynamics. By assessing market orientation, organizations can evaluate their ability to adapt to changing market conditions, identify opportunities for innovation, and maintain a competitive edge in the marketplace.

customer satisfaction and loyalty metrics play a crucial role in evaluating marketing performance (Fornell, 1992; Reichheld & Sasser, 1990). These metrics measure customers' perceptions of the products or services offered by the organization and their likelihood to repurchase or recommend them to others. High levels of customer satisfaction and loyalty indicate effective marketing strategies and can lead to increased customer lifetime value and positive word-of-mouth marketing, which contributes to long-term organizational success.

Market responsiveness is another important dimension of marketing performance, referring to an organization's ability to quickly adapt to changing market conditions and customer needs (Day & Wensley, 1988; Zhou & Wu, 2010). Organizations that are highly responsive to market changes can capitalize on emerging opportunities and address customer demands more effectively, leading to increased competitiveness and market share. Evaluating market responsiveness helps organizations gauge their agility and ability to stay ahead of competitors in dynamic market environments.

2.2.7. Measurement of Marketing Performance

The measurement of marketing performance involves employing various methods and tools to evaluate the effectiveness and efficiency of marketing activities. Key Performance Indicators (KPIs) serve as fundamental metrics that align with organizational objectives and marketing strategies (Farris..et al., 2010). These metrics, such as sales revenue, customer acquisition cost, and conversion rates, provide quantifiable benchmarks to assess progress towards marketing goals and the success of marketing campaigns. By defining and tracking relevant KPIs, organizations can monitor performance in real-time and make data-driven decisions to optimize marketing efforts.

Marketing analytics plays a crucial role in understanding and interpreting marketing data to derive actionable insights (Wang..et al., 2017). Through the use of advanced analytics tools and techniques, marketers can analyze various digital marketing metrics; including website traffic, social media engagement, and email open rates. By leveraging data analytics, organizations can gain a deeper understanding of customer behavior, preferences, and trends, enabling them to refine marketing strategies and enhance campaign performance.

In addition to quantitative data analysis, market research provides valuable qualitative insights into consumer attitudes, perceptions, and preferences (Hair..et al., 2019). Surveys, focus groups, and interviews are commonly used to gather feedback from target audiences, while quantitative methods such as market segmentation analysis offer insights into market dynamics. Market research helps organizations identify market opportunities, understand competitive landscapes, and tailor marketing strategies to meet customer needs effectively.

ROI analysis is another essential component of measuring marketing performance, allowing organizations to evaluate the profitability and cost-effectiveness of marketing initiatives (Hollensen, 2019). By comparing the costs incurred with the revenue generated or other desired outcomes achieved, marketers can assess the ROI of different marketing channels and campaigns. This analysis informs resource allocation decisions and enables organizations to prioritize investments in high-performing marketing activities.

Furthermore, monitoring customer feedback and sentiment across various channels provides insights into customer satisfaction levels and brand perception (Kaplan A. M. & Haenlein, 2010). Sentiment analysis tools help gauge customer sentiment and identify areas for improvement, guiding efforts to enhance customer satisfaction and loyalty. Additionally, competitor benchmarking allows organizations to assess their marketing performance relative to competitors (Cravens..et al., 2013). By evaluating metrics such as market share, brand reputation, and customer satisfaction ratings, organizations can identify opportunities for differentiation and improvement in their marketing strategies.

By implementing a comprehensive measurement framework that incorporates these strategies, organizations can gain valuable insights into the performance of their marketing efforts and make informed decisions to drive business growth and success.

2.2.8. Relationship between Marketing Strategies and Marketing Performance

In examining the relationship between marketing strategies and marketing performance, it's crucial to understand how the strategic decisions made by organizations impact the effectiveness and efficiency of their marketing efforts.

Marketing strategies serve as the blueprint for guiding marketing activities and initiatives aimed at achieving organizational objectives (Cravens..et al., 2013). The relationship between marketing strategies and marketing performance is characterized by the extent to which strategic decisions align with market needs, competitive dynamics, and organizational capabilities. Effective marketing strategies are rooted in a deep understanding of customer insights, market trends, and competitive forces, enabling organizations to develop targeted approaches that resonate with their target audience and drive desired outcomes.

Moreover, the relationship between marketing strategies and marketing performance hinges on the strategic allocation of resources and investments across different marketing channels and tactics (Kotler & Keller, 2016). Organizations must prioritize and optimize their marketing mix, comprising elements such as product, price, place, and promotion, to maximize the impact of their marketing efforts. Strategic decisions related to budget allocation, campaign timing, and channel selection directly influence the reach, engagement, and conversion rates of marketing activities, ultimately shaping marketing performance outcomes.

Furthermore, the effectiveness of marketing strategies in driving marketing performance depends on the ability of organizations to adapt and evolve in response to changing market conditions and consumer preferences (Hollensen). Continuous monitoring, evaluation, and adjustment of marketing strategies are essential to ensuring their relevance and effectiveness over time. Organizations must remain agile and responsive, leveraging insights from market research, customer feedback, and performance metrics to refine and optimize their marketing approaches for maximum impact.

The relationship between marketing strategies and marketing performance is inherently reciprocal, with performance outcomes providing valuable feedback that informs future strategic decisions (Farris..et al., 2010). By measuring and analyzing key performance indicators (KPIs) such as sales revenue, customer acquisition cost, and brand awareness metrics, organizations can assess the effectiveness of their marketing strategies and identify areas for improvement. This iterative process of performance measurement and strategic refinement enables organizations to enhance their marketing performance over time, driving continuous improvement and competitive advantage in the marketplace.

In summary, the relationship between marketing strategies and marketing performance is dynamic and interconnected, shaped by strategic decision-making, resource allocation, adaptation to market dynamics, and performance feedback loops. Effective marketing strategies are essential for driving marketing performance outcomes that align with organizational goals and objectives. By understanding and optimizing this relationship, organizations can leverage marketing as a strategic driver of business success, driving growth, profitability, and competitive advantage in today's dynamic marketplace.

2.2.9. Theoretical Models Explaining the Relationship between Marketing Strategies and Marketing Performance

The Resource-Based View (RBV) offers a foundational framework for understanding how marketing strategies influence marketing performance by emphasizing the role of unique organizational resources and capabilities (Barney, 1991). According to RBV, organizations can achieve sustainable competitive advantage and superior marketing performance by leveraging their distinctive assets, such as brand equity, customer relationships, and marketing expertise. By aligning marketing strategies with their core competencies, organizations can develop distinctive value propositions and market positioning strategies that resonate with customers and drive superior marketing performance outcomes.

Porter's Generic Strategies framework provides another perspective on the relationship between marketing strategies and marketing performance by outlining different strategic approaches organizations can adopt to achieve competitive advantage (Porter, 1985). Whether pursuing cost leadership, differentiation, or focus strategies, organizations must align their marketing strategies with their chosen competitive positioning to achieve optimal marketing performance outcomes. By focusing on distinctiveness and value creation, organizations can differentiate their offerings and capture market share, thereby enhancing marketing performance in terms of customer loyalty, market share growth, and profitability.

Market Orientation theory emphasizes the importance of customer focus and market responsiveness in driving organizational performance (Narver& Slater, 1990). A market-oriented approach to marketing involves deeply understanding customer needs, preferences, and market dynamics and aligning marketing strategies accordingly. Organizations with a strong market orientation are better positioned to develop and implement marketing strategies that drive superior marketing performance outcomes, such as increased customer satisfaction, brand loyalty, and market share growth. By prioritizing customer-centricity and market responsiveness, organizations can enhance their competitive advantage and achieve sustainable marketing performance.

The Balanced Scorecard (BSC) framework provides a comprehensive approach to measuring and managing marketing performance by incorporating both financial and non-financial metrics (Kaplan & Norton, 1992). In the context of marketing, the BSC enables organizations to evaluate marketing strategies based on multiple perspectives, including customer satisfaction, internal processes, learning and growth, and financial outcomes. By aligning marketing strategies with BSC metrics, organizations can track the effectiveness and impact of their marketing efforts on overall organizational performance and ensure that marketing activities contribute to strategic objectives and long-term success.

Finally, the Dynamic Capabilities Framework highlights the importance of organizational agility, adaptability, and innovation in driving marketing performance (Teece et al., 1997). In dynamic and competitive markets, organizations must continuously evolve and refine their marketing strategies to respond to changing market conditions and emerging opportunities. By building and leveraging dynamic marketing capabilities, organizations can enhance their marketing performance by identifying and capitalizing on market trends, customer insights, and competitive advantages. Dynamic capabilities enable organizations to innovate, differentiate, and maintain market leadership, thereby driving sustained marketing performance and organizational success.

In summary, these theoretical models offer valuable insights into the relationship between marketing strategies and marketing performance, providing frameworks for understanding the strategic decisions, capabilities, and processes that drive effective marketing outcomes in dynamic and competitive markets.

2.2.10. Resource-based View (RBV) Model

The Resource-Based View (RBV) model is a theoretical framework that emphasizes the importance of a firm's internal resources and capabilities in creating a sustainable competitive advantage (Barney, 1991). This model suggests that firms can achieve superior performance by leveraging their unique resources and capabilities in ways that are difficult for competitors to replicate.

In the context of marketing strategies and organizational performance, the RBV model suggests that a firm's marketing resources and capabilities can contribute to its competitive advantage and ultimately impact its performance. According to the RBV model, marketing resources can include brand equity, customer relationships, and marketing intelligence, among other things (Barney, 1991).

Research has supported the RBV model's emphasis on the importance of a firm's internal resources and capabilities in creating a competitive advantage. For example, studies have found that firms with superior marketing capabilities are more likely to outperform their competitors (Morgan..et al., 2009). Other research has shown that firms with strong brand equity are more likely to achieve a higher market share and profitability (Aaker, 2014).

Overall, the RBV model provides a useful framework for understanding how a firm's marketing resources and capabilities can contribute to its competitive advantage and impact its performance. By leveraging their unique marketing resources and capabilities, firms can develop effective marketing strategies that contribute to their long-term success.

2.2.11. Market Orientation Model

The Market Orientation (MO) model is a theoretical framework that emphasizes the importance of understanding and responding to customer needs in driving organizational performance (Narver & Slater, 1990). This model suggests that organizations that are highly market-oriented are better able to identify and respond to customer needs, which can ultimately lead to improved performance.

In the context of marketing strategies and organizational performance, the MO model suggests that effective marketing strategies should be focused on meeting customer needs and preferences. Research has supported the MO model's emphasis on the importance of market orientation in driving performance. For example, studies have found that firms with a strong market orientation are more likely to achieve higher levels of customer satisfaction and loyalty (Kohli & Jaworski, 1990). Other research has shown that market orientation is positively associated with organizational performance, including profitability and market share (Jaworski, 1993)

The MO model emphasizes the importance of collecting and analyzing information about customer needs and preferences in order to develop effective marketing strategies. This can include conducting market research, monitoring customer feedback and social media conversations, and tracking trends in the industry. By staying attuned to customer needs and preferences, firms can develop marketing strategies that resonate with their target audience and drive improved organizational performance.

Overall, the MO model provides a useful framework for understanding how a market-oriented approach to marketing can drive organizational performance. By focusing on understanding and responding to customer needs, firms can develop effective marketing strategies that contribute to their long-term success.

2.2.12. Dynamic Capability Model

The Dynamic Capability (DC) model is a theoretical framework that emphasizes the importance of a firm's ability to adapt and innovate in response to changes in the external environment (Teece..et al., 1997). This model suggests that firms that are able to build and leverage their dynamic capabilities are better equipped to respond to changes in customer needs, technological advancements, and market disruptions.

In the context of marketing strategies and organizational performance, the DC model suggests that effective marketing strategies should be adaptable and responsive to changes in the external environment. Research has supported the DC model's emphasis on the importance of dynamic capabilities in driving organizational performance. For example, studies have found that firms with strong dynamic capabilities are more likely to achieve higher levels of innovation and market performance (Teece, 2007). Other research has shown that dynamic capabilities can help firms to build and sustain competitive advantage over time (Eisenhardt, 2000).

The DC model emphasizes the importance of a firm's ability to continually learn and adapt in response to changes in the external environment. This can involve investing in research and development, fostering a culture of innovation, and building strategic alliances with other firms and stakeholders. By building and leveraging their dynamic capabilities, firms can develop marketing strategies that are responsive to changes in the external environment and contribute to their long-term success.

Overall, the DC model provides a useful framework for understanding how a firm's ability to adapt and innovate can drive organizational performance. By building and leveraging their dynamic capabilities, firms can develop marketing strategies that are responsive to changes in the external environment and contribute to their long-term success.

2.2.13. Stakeholder Theory Model

Stakeholder theory is a theoretical framework that emphasizes the importance of considering the interests and needs of all stakeholders, including customers, employees, suppliers, communities, and shareholders, in organizational decision-making (Freeman, 1984). This model suggests that firms that are able to effectively balance the interests of all stakeholders are more likely to achieve long-term success.

In the context of marketing strategies and organizational performance, stakeholder theory suggests that effective marketing strategies should take into account the interests and needs of all stakeholders. Research has supported the importance of stakeholder theory in driving organizational performance. For example, studies have found that firms that prioritize stakeholder interests are more likely to achieve higher levels of financial performance (Surroca..et al., 2010). Other research has shown that firms that engage in socially responsible marketing practices are more likely to build positive brand reputations and customer loyalty (Sen & Bhattacharya, 2001).

Stakeholder theory emphasizes the importance of building strong relationships with all stakeholders through effective communication and engagement. This can involve soliciting feedback from customers, involving employees in decision-making processes, and partnering with local communities to address social and environmental issues. By prioritizing the interests of all stakeholders, firms can build trust and support among key groups, which can contribute to their long-term success.

Overall, stakeholder theory provides a useful framework for understanding how a focus on stakeholder interests can drive organizational performance. By taking into account the needs and interests of all stakeholders in their marketing strategies, firms can build trust and support among key groups, which can contribute to their long-term success.

2.2.14. Institutional Theory Model

Institutional theory is a prominent theoretical framework used to understand how organizations respond to pressures from their external environments, including social, cultural, and political factors (Scott, 2014). This theory posits that organizations strive to conform to institutional norms and rules to gain legitimacy and avoid sanctions from stakeholders (Scott, 2014).

One of the key concepts of institutional theory is institutional isomorphism, which refers to the tendency for organizations to adopt similar structures, processes, and practices to those of other organizations in their institutional environment (DiMaggio & Powell, 1983). This is driven by the desire to gain legitimacy and reduce uncertainty in the face of external pressures (DiMaggio & Powell, 1983).

Another important concept in institutional theory is institutional logics, which are the underlying values, beliefs, and assumptions that guide the behavior of organizations within an institutional environment (Thornton, Ocasio, & Lounsbury, 2012). Institutional logics can change over time as the environment evolves, and organizations may need to adapt their strategies to align with new institutional logics (Thornton, 2012)that institutional factors can have a significant impact on organizational behavior and performance. For example, researchers have found that organizations that conform to institutional norms and expectations are more likely to receive funding and support from external stakeholders (Suchman, 1995). Other studies have shown that organizations that adopt environmentally sustainable practices to conform to institutional pressures can improve their financial performance (Bansal & Roth, 2000).

In the context of marketing strategies and organizational performance, institutional theory suggests that organizations may adopt similar marketing strategies to those of other organizations in their institutional environment to gain legitimacy and avoid sanctions. For example, in the telecommunications industry, companies may adopt marketing strategies that are similar to those of their competitors to conform to industry norms and gain legitimacy with customers and other stakeholders.

2.2.15. Overview of the Telecommunications Industry

The telecommunications industry has played a critical role in the economic development of many countries, including Ethiopia. According to a report by the International Telecommunication Union (ITU), the number of mobile phone users in Ethiopia has been increasing rapidly, with a penetration rate of 46.1% in 2020 (ITU., 2020). The growth of the telecommunications industry in Ethiopia has been facilitated by the liberalization of the sector in 2019, which opened up the market to new players and led to increased competition (ECA., 2019).

Several studies have examined the relationship between marketing strategies and organizational performance in the telecommunications industry. For example, (Al-Hadid, 2014) found that marketing strategies, such as pricing, promotion, and product differentiation, had a significant positive effect on the performance of Jordanian telecommunications companies. Similarly, (Liu, 2017) found that customer relationship management (CRM) practices had a significant positive effect on the performance of Chinese telecommunications firms.

In Ethiopia, several studies have examined various aspects of the telecommunications industry. For example, (Gebrehiwot & Gebregergis, 2020) conducted a study on the impact of mobile phone use on smallholder farmers' livelihoods in Ethiopia. The study found that mobile phones had a positive impact on farmers' productivity and income. Similarly, (Negash, M., & Hailemariam, M. , 2019)examined the factors influencing customers' adoption of mobile banking services in Ethiopia. The study found that perceived usefulness and perceived ease of use were significant predictors of customers' adoption of mobile banking services.

Overall, the literature suggests that marketing strategies and customer relationship management practices are important factors that influence the performance of telecommunications firms. In the Ethiopian context, studies have focused on various aspects of the industry, including the impact of mobile phones on farmers' livelihoods and factors influencing customers' adoption of mobile banking services. The proposed study aims to contribute to the existing literature by examining the effects of marketing strategies on the performance of Ethio telecom in Wolayita district.

2.2.16. Marketing Strategies Used by Telecommunications Companies in Ethiopia

The telecommunications industry in Ethiopia has been rapidly growing, and Ethio telecom is the leading telecommunications company in the country (ITU, 2021). Previous research has identified several marketing strategies used by Ethio telecom and other telecommunications companies in Ethiopia, such as product differentiation, pricing strategies, promotion strategies, and distribution strategies (Ani, W. U., & Nwokah, N. G. , 2017); (Gwadabe..et al., 2020); Yawson & Armah, 2019).

Ani and Nwokah (2017) found that pricing strategies, such as discounts and rebates, were effective in attracting customers to telecom services in Ethiopia. Gwadabe et al. (2020) identified promotional strategies, such as advertising and sales promotion, as important factors in increasing customer retention in the telecommunications industry in Ethiopia. Yawson and Armah (2019) found that distribution strategies, such as expanding the network coverage and increasing the number of retail outlets, were critical in increasing customer satisfaction and loyalty for Ethio telecom.

It is important to note that the telecommunications industry in Ethiopia has been undergoing significant changes, including liberalization and privatization (ITU, 2021). As a result, it is possible that the marketing strategies used by Ethio telecom and other telecommunications companies in the country have evolved in response to these changes. Therefore, it will be important to explore the current marketing strategies used by Ethio telecom in Wolayita district and their impact on the company's performance.

2.2.17. Overview of the Ethiopian Telecommunications Industry

The Ethiopian telecommunications industry has been growing rapidly in recent years, with the government investing heavily in infrastructure development and liberalizing the sector to attract foreign investment (Ayele, B. T., & Taddesse, Y., 2019). The sector is dominated by Ethio telecom, the state-owned telecommunications company, which has a monopoly on fixed-line services and a significant market share in mobile services.

According to a report by the Ethiopian Communications Authority (ECA. E. C., 2021)the total number of active mobile subscriptions in Ethiopia reached 55.7 million as of December 2020, with a penetration rate of 50.5%. The report also indicates that the number of internet subscribers reached 23.7 million, with a penetration rate of 21.5%.

Despite the growth in the sector, there are challenges that affect the performance of companies in the industry. For instance, the (ECA. E. C., 2021) report highlights challenges such as inadequate network coverage and quality, low level of service accessibility in rural areas, and high cost of internet services as major challenges facing the industry.

Moreover, the Ethiopian government has initiated a reform process aimed at liberalizing the telecommunications sector and introducing competition. As part of the reform process, the government has announced plans to privatize Ethio telecom and issue new licenses for mobile and internet services (Taddesse, 2021).

Overall, the Ethiopian telecommunications industry presents opportunities and challenges for companies operating in the sector. It is important for companies to understand the industry dynamics and adopt effective marketing strategies to improve their performance in this competitive and dynamic market.

2.2.18. Marketing Strategies Used by Ethiopian Telecommunications Companies

Ethiopian telecommunications companies have employed various marketing strategies to attract and retain customers in a highly competitive market. One of the most commonly used marketing strategies is price differentiation, whereby companies offer different prices for different packages and services based on customer needs and usage (Yimer, 2017).

Another strategy employed by Ethiopian telecommunications companies is the use of promotions and discounts to attract new customers and retain existing ones. For instance, Ethio telecom offers discounts on internet packages and free calls and SMS to customers who use its mobile money service (Ethio telecom. n.d.).

Ethiopian telecommunications companies have also embraced digital marketing, with most companies leveraging social media platforms such as Facebook, Twitter, and Instagram to reach customers and promote their products and services (Gebresenbet, 2018).

Moreover, companies have invested in developing their brand image to differentiate themselves from their competitors. For instance, Ethio telecom has rebranded its image and logo to reflect its commitment to innovation and providing quality services to its customers (Ethio telecom. n.d.).

Overall, the use of effective marketing strategies has played a critical role in the success of Ethiopian telecommunications companies. It is important for companies to continuously evaluate and improve their marketing strategies to remain competitive in this dynamic and evolving market.

2.3. Empirical Literature Reviews

2.3.1. Marketing Strategies and Marketing Performance in the Telecommunications Industry

When conducting an empirical literature review on marketing strategies and marketing performance in the telecommunications industry in Ethiopia, researchers typically explore the specific context of the Ethiopian market and investigate how marketing strategies employed by telecom companies' impact their performance outcomes. Here's how you might structure this section:

Empirical studies focusing on the telecommunications industry in Ethiopia have examined various marketing strategies and their effects on marketing performance indicators tailored to the local market dynamics. For instance, research by (Tsegaye & Gebremedhin, 2018) investigated the impact of pricing strategies on market penetration and revenue growth in the Ethiopian telecom sector, highlighting the role of affordable pricing plans in expanding market access and driving customer adoption. Similarly, (Alemu & Tsegaye, 2020) explored the relationship between promotional strategies and customer acquisition in Ethiopia's telecom market, emphasizing the importance of targeted promotions and incentives in attracting new subscribers.

Furthermore, studies have examined the effectiveness of branding and market positioning strategies in driving marketing performance outcomes in the Ethiopian telecom industry. For example, (Gebrehiwet & Tesfaye, 2019) investigated the impact of brand equity on customer loyalty and market share in Ethiopia's telecom sector, revealing the significance of strong brand recognition and reputation in fostering customer trust and retention. Additionally, research by (Lemma & Worku, 2021) explored the effects of service quality and customer experience management on marketing performance, emphasizing the role of reliable network infrastructure and responsive customer support in enhancing customer satisfaction and loyalty in the Ethiopian telecom market.

Moreover, empirical studies have analyzed the influence of customer relationship management (CRM) strategies on marketing performance outcomes in the Ethiopian telecommunications industry. For instance, research by (Zeleke & Taddese, 2017) examined the effects of CRM practices on customer satisfaction and churn rates, highlighting the importance of personalized communication and service offerings in building long-term customer relationships and reducing subscriber attrition. Similarly, (Ayele & Asfaw, 2020) investigated the impact of CRM on customer loyalty and lifetime value, demonstrating the positive effects of proactive engagement and problem resolution on marketing performance metrics in Ethiopia's telecom sector.

Overall, empirical literature focusing on the telecommunications industry in Ethiopia has provided valuable insights into the relationship between specific marketing strategies and marketing performance outcomes in the local context. By analyzing the effects of pricing, promotion, branding, service quality, and CRM strategies on indicators such as market penetration, revenue growth, and customer satisfaction, and loyalty, researchers have enhanced our understanding of how telecom companies in Ethiopia can optimize their marketing efforts to achieve competitive advantage and drive business success in the dynamic and rapidly evolving Ethiopian market.

2.3.2. Gaps in the Literature

While the existing literature on marketing strategies and organizational performance in Ethiopian telecommunications companies provides valuable insights, there are still some gaps that need to be addressed.

Firstly, most of the studies conducted in Ethiopia have focused on the use of traditional marketing strategies such as pricing, advertising, and promotions. There is a need for more research on the use of newer marketing strategies such as digital marketing, social media marketing, and content marketing in the Ethiopian telecommunications industry (Biruk, 2015).

Secondly, most of the studies have focused on the impact of marketing strategies on financial performance indicators such as revenue and profitability. There is a need for more research on the impact of marketing strategies on other performance indicators such as customer satisfaction, brand image, and customer loyalty (Gezehagn, A. B., & Godana, D. M., 2016).

Lastly, most of the studies have focused on the Ethiopian telecommunications industry as a whole, without distinguishing between the different companies operating in the market. There is a need for more research on the marketing strategies used by individual companies and their impact on their organizational performance (Teshome, M., & Tilahun, T., 2017).

Addressing these gaps in the literature will provide a more comprehensive understanding of the relationship between marketing strategies and organizational performance in Ethiopian telecommunications companies.

2.3.3. Gaps in the Theoretical Literature

In addition to the gaps in the empirical literature, there are also gaps in the theoretical literature regarding the relationship between marketing strategies and organizational performance in Ethiopian telecommunications companies.

Firstly, there is a lack of theoretical frameworks that specifically address the Ethiopian telecommunications industry. Most of the existing frameworks have been developed based on studies conducted in other countries, and may not be directly applicable to the Ethiopian context (Arega, 2014).

Secondly, there is a need for more research on the role of organizational culture in the implementation of marketing strategies. Organizational culture has been identified as a key factor in the success or failure of marketing strategies, but there is a lack of research on how it affects the implementation of marketing strategies in Ethiopian telecommunications companies (Bashir, 2017).

Lastly, there is a need for more research on the role of external factors such as regulatory policies, technological advancements, and competition in shaping the marketing strategies of Ethiopian telecommunications companies. These external factors can have a significant impact on the effectiveness of marketing strategies, but have not been adequately addressed in the theoretical literature (Kedir, 2017).

Addressing these gaps in the theoretical literature will provide a more solid foundation for understanding the relationship between marketing strategies and organizational performance in Ethiopian telecommunications companies.

2.3.4. Gaps in the Empirical Literature

Despite the existing empirical literature on the relationship between marketing strategies and organizational performance in the telecommunications industry, there are still some gaps that need to be addressed. These gaps include:

Firstly, most of the studies have focused on the marketing strategies used by telecommunication companies in developed countries, with little attention given to the marketing strategies used by companies in developing countries like Ethiopia (Alemu, M. H., & Siyoum, S. A., 2019).

Secondly, there is a need for more longitudinal studies that follow the implementation of marketing strategies over a longer period of time. Most of the existing studies have been cross-sectional in nature, and have not been able to capture the dynamic nature of marketing strategies and their impact on organizational performance over time (Asrat, S., & Tilahun, H., 2019).

Lastly, there is a lack of studies that have examined the impact of digital marketing strategies on the performance of Ethiopian telecommunications companies. Given the increasing importance of digital marketing in today's business environment, there is a need to examine how these strategies are being used in the Ethiopian context and their impact on organizational performance (Wondemhunegn, D. M., & Worku, H. Z. , 2019).

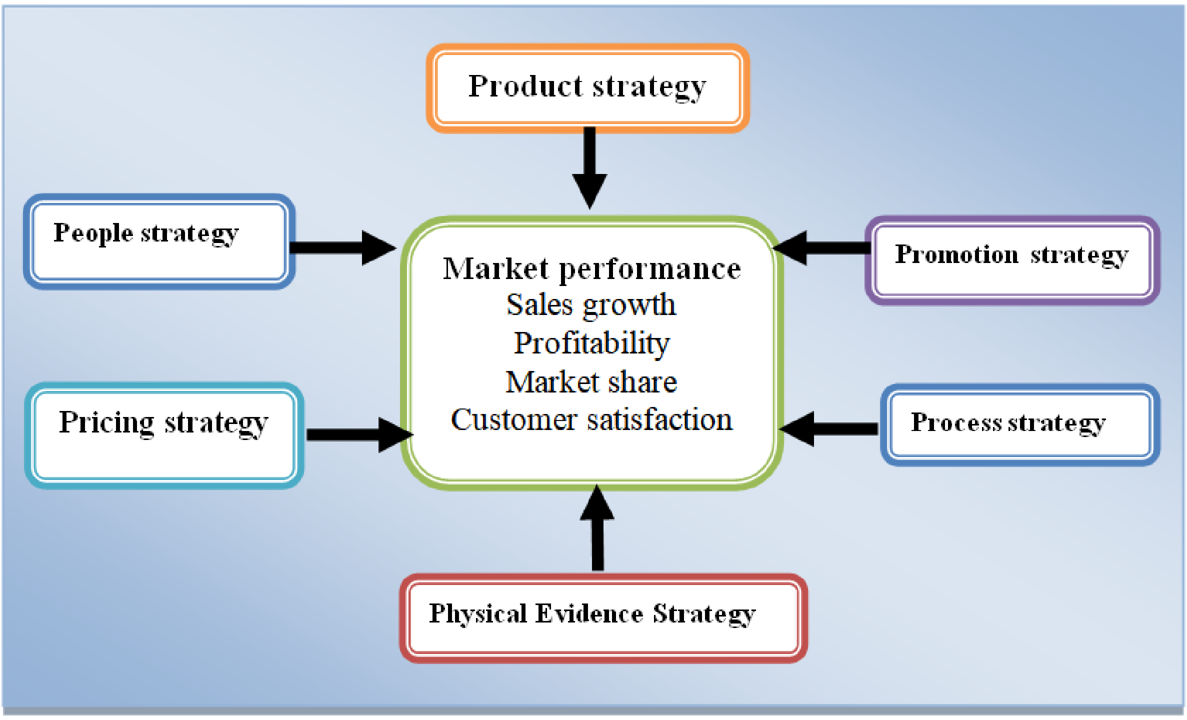
Addressing these gaps in the empirical literature will provide a more comprehensive understanding of the relationship between marketing strategies and organizational performance in Ethiopian telecommunications companies.

2.4.Conceptual Framework

2.4.1. Conceptual Framework Charts:

The conceptual framework for this study is based on the premise that marketing strategies have a significant impact on the organizational performance of Ethio telecom Wolayita district. The framework identifies several marketing strategies, including product Strategies, promotional strategies, Place Strategies, Process Strategies, People Strategies and Physical Evidence strategies. These strategies are expected to influence the Marketing performance of Ethio telecom Wolayita district by increasing market share, customer loyalty, and profitability.

Figure2.1: Conceptual Framework



Source: Conceptualized Based on (Kotler And Armstrong, 2006).

Source: Own Construct from Literature Review

2.4.2. Research Hypotheses

1. **Hypothesis 1 (H1):** Product strategy has no significant effect on Marketing Performance.
   - **H0:** There is no statistically significant relationship between the product strategy employed by Ethio-Telecom Wolayita District and the measured marketing performance metrics within the specified time frame and context.
   - **H1:** There is a significant relationship between the product strategy and marketing performance in Ethio-Telecom Wolayita District.
2. **Hypothesis 2 (H2):** Promotion strategy has no significant effect on Marketing Performance.
   - **H0:** The type of promotion strategy used does not affect the marketing performance in Ethio-Telecom Wolayita District.

- **H1:** The type of promotion strategy used affects the marketing performance in Ethio-Telecom Wolayita District.

3. **Hypothesis 3 (H3):** Place strategy has no significant effect on Marketing Performance.
   - **H0:** There is no association between the place strategy and the marketing performance in Ethio-Telecom Wolayita District.
   - **H1:** There is an association between the place strategy and the marketing performance in Ethio-Telecom Wolayita District.
4. **Hypothesis 4 (H4):** People strategy has no significant effect on Marketing Performance.
   - **H0:** The type of people strategy employed does not affect the marketing performance in Ethio-Telecom Wolayita District.
   - **H1:** The type of people strategy employed affects the marketing performance in Ethio-Telecom Wolayita District.
5. **Hypothesis 5 (H5):** Process strategy has no significant effect on Marketing Performance.
   - **H0:** The timing of marketing campaigns does not impact the marketing performance in Ethio-Telecom Wolayita District.
   - **H1:** The timing of marketing campaigns impacts the marketing performance in Ethio-Telecom Wolayita District.
6. **Hypothesis 6 (H6):** Physical evidence has no significant effect on Marketing Performance.
   - **H0:** There is no significant relationship between process strategies and marketing performance at Ethio-Telecom Wolayita District.
   - **H1:** There is a significant relationship between process strategies and marketing performance at Ethio-Telecom Wolayita District.

By testing these hypotheses, this study aims to provide insights into the relationship between marketing strategies and organizational performance in the context of the telecommunications industry in Ethiopia, as well as to identify specific factors that may be impacting Ethio telecom's ability to improve its organizational performance in Wolayita district.

CHAPTER-THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Description of the Study Area

This section provides an overview of the study area, focusing on the Wolayita district in Ethiopia. The Wolayita district is situated within one of the newly formed regions following the division of the former Southern Nations, Nationalities, and Peoples' Region (SNNPR) of Ethiopia. It is characterized by its unique geographical features, socio-economic dynamics, and cultural diversity. The district serves as the primary operational zone for Ethio-Telecom, making it an ideal setting for examining the impact of marketing strategies on marketing performance within the telecommunications sector. This description sets the context for the subsequent research methodologies employed in the study.

3.2. Research Design

The study employed both descriptive and explanatory research designs. The descriptive research design enabled the description of a phenomenon and its characteristics (Hussein, 2015). In this study, a descriptive study type was employed to collect data to assess the Marketing Strategies practices of the company. Furthermore, explanatory analysis was utilized to examine the effects of six Marketing Strategies on marketing performance. Explanatory research is conducted when the researcher encounters an issue that is already known and has a description, but understanding is required to discover and measure causal relations among the issues at hand (Grey, 2014). Explanatory study was also used to identify the relationship between the six independent variables and the marketing performance of the company under study.

3.3. Research Approach

The research approach employed in this study is a mixed-methods approach, combining both quantitative and qualitative methods to comprehensively explore the relationship between marketing strategies and marketing performance in the context of Ethio-Telecom Wolayita District. This approach allows for a multifaceted investigation, leveraging the strengths of both quantitative and qualitative data to gain a deeper understanding of the phenomenon under study. The quantitative aspect involves the collection and analysis of numerical data through surveys and statistical techniques to quantify the relationship between variables such as marketing strategies and marketing performance metrics. On the other hand, the qualitative component entails gathering rich, descriptive data through interviews and open-ended questions to capture the nuances and underlying factors influencing marketing strategies and performance. By integrating these two approaches, this study aims to provide a comprehensive analysis that addresses the complexities of marketing within the telecommunications sector.

3.4. Data Type and Data Source

Primary data, collected directly from research participants or employees of Ethio telecom in Wolayita district, encompassing Wolalayita Sodo, Hosaina, Wolkite, Arbamich, Jinka, Butajira, Worabe, Sawla, Alaba, and Areka, constituted a crucial aspect of this study's data collection process. This firsthand information, gathered at the local level, is considered direct and factual, rendering it the most significant type of data (Creswell, 2013). The survey questionnaire was distributed randomly among various segments of the company's workforce, encompassing individuals from different age groups and positions within the organization.

This approach ensured data collection from a diverse range of perspectives, including marketing managers, employees, and management personnel spanning different hierarchical levels. Contacts with these participants were facilitated through the human resource department of Ethio telecom in Wolayita district. By leveraging primary sources, this study aimed to obtain authentic insights directly from individuals involved in the operations and decision-making processes of Ethio telecom, thus enhancing the credibility and relevance of the research findings.

3.5. Population and Sample size

3.5.1. Target Population

The target population for this study included employees of Ethio telecom in Wolayitadistrict, encompassing Wolalayita Sodo, Hosaina, Wolkite, Arbamich, Jinka, Butajira, Worabe, Sawla, Alaba and Areka of human resources onDecember 2023. This classification is made based on variety in nature of their tasks. The study focused on employees of Ethio telecom Wolaita Districts, from the target office of the districts the permanent employee of the organization has 500 employees and this number would be the total population of the study. Employees of the organization at the following locations:Ethio telecom comprises different interrelated departments.

Table3.1: Target Population

No.	Target Population
1	Sodo (main district office)
2	Hossana shop
3	Arba minch shop
4	Butajira shop
5	Wolkite shop
6	Werabe shop
7	Jinka shop
8	Sawla shop
9	Alaba shop
10	Areka Shop

Source: Own data survey 2024

3.5.2. Sample Size

The target population of this study comprised employees from Ethio Telecom's head office in Wolayita district, including Wolalayita Sodo, Hosaina, Wolkite, Arbamich, Jinka, Butajira, Worabe, Sawla, Alaba, and Areka. The sample size was determined using Yamane's formula, as cited in Israel (1992). Sample size refers to the number of subjects selected as a representative sample to reflect the characteristics of the entire population (Sekaran and Bougie, 2010).

- Thus, for this, sample size estimation, the formula described by Yamane's (1967) was used $n=\frac{N}{1+N(e)^2} = n= \frac{500}{1+500(0.05)^2} = 222$, Where:n = the sample size (222), N= the study population (500), e =the level of precision (5%) and 1 = designates the probability of the event occurring

Therefore, 222 respondents were used as sample for this study together data through questionnaire. The researcher was deemed necessary to take independent sample for district office to ensure proportionate stratified sample techniques representation because offices have different number of employees. Therefore, the sample size for sample district office calculated using proportion. The study was used proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the population. Therefore, proportional sample size from each stratum is calculated by using the following formula.

3.6. Sampling Technique

For sample size determination, three criteria were very important together with required sample data from respondents. These included the level of precision (5%), level of confidence (95%) interval and the degree of variability in the attributes being measured (Miauous &Michener, 1976). Total sample size for this study was 222 out of the total 500 employee in the six different offices.

Thus, for this, sample size estimation, the formula described by Yamane's (1967) was used

Ni= $\frac{n*Ni}{N}$, Where:

- i= sample size for individual district office
- Ni=the total number of Ethio-telecomemployees in each district office
- N=the total number of Ethio-telecomemployees in the selected offices
- n= the total sample size for selected offices

Table3.2: Proportionate Sample for Each Zonal Public Office

S.N	Employe of organization	Population	Sample Size
1	Sodo (main district office)	100	44
2	Hossana shop	50	22
3	Arba minch shop	50	22
4	Butajira shop	50	22
5	Wolkite shop	50	22
6	Werabe shop	40	18
7	Jinka shop	40	18
8	Sawla shop	40	18
9	Alaba shop	40	18
10	Areka Shop	40	18
Total		500	222

Source: Own Survey 2024

The employee sample size selection process for Ethio telecom Wolayita district involved a comprehensive stratification based on the various workplaces within the district. With a total workforce of 500 employees spread across different locations such as the main district office in Sodo and various shops in places like Hossana, Arba Minch, Butajira, Werabe, Alaba, Jinka, Sawla, Tercha, and Areka, the aim was to ensure a representative sample. From this total employee population, a sample size of 222 was selected. Each location's sample size was determined proportionally to its workforce size, with larger locations like the main district office and larger shops having a higher representation in the sample compared to smaller ones. This methodical approach ensured that the sample adequately captured the diversity of employees across different workplace settings within the district, contributing to the reliability and generalizability of the study's findings.

3.7. Data Collection Procedure and Tools

The primary data collection tool employed in this study was a questionnaire. The questionnaire was self constructed and designed to measure the marketing performance of Ethio-Telecom in relation to the four independent variables. It consisted of three main parts.

Firstly, demographic data collection items were included to gather information about the participants. This section aimed to capture details such as participants' age, position within the company, and length of service. Secondly, Likert scale items were incorporated to evaluate the implementation of marketing strategies within the company. Participants were asked to rate various aspects of marketing strategy implementation, providing valuable insights into the effectiveness and efficiency of these strategies within the organizational context. Lastly, the questionnaire included an assessment of the organizational performance of Ethio-Telecom. This section aimed to gauge the company's overall performance in the market, considering factors such as market share, customer satisfaction, and financial performance.

Efforts were made to ensure the inclusion of employees from various positions within the company, reflecting the diverse hierarchy levels. Therefore, participants included employees occupying low, middle, or senior management positions, as well as non-managerial staff. This approach aimed to provide better representation of the population and enhance the validity of the study's findings. Participants were approached through the human resource department of Ethio Telecom in Wolayita district. They were assured of the confidentiality and anonymity of their responses, and participation in the study was entirely voluntary.

3.8. Data Analysis

The data analysis process began with the collection of respondents' attitudes toward the study area through the administered questionnaire. Upon collecting the data, the initial step involved editing and reviewing the responses to ensure their suitability for coding and subsequent analysis. This meticulous approach aimed to maintain data integrity and reliability throughout the analysis phase.

Subsequently, the collected data from the questionnaire underwent coding and was entered into the statistical analysis software, specifically STATA 14 in this study, for further processing. The results obtained from the software were then organized and presented in tabular format, providing a clear and concise representation of respondents' responses to each variable under examination. This tabulated presentation facilitated the interpretation of the data and allowed for a comprehensive understanding of respondents' perspectives.

To delve deeper into the relationship between marketing strategies and marketing performance, the data underwent thorough analysis using both descriptive and inferential statistical techniques. Descriptive statistical tools, including frequency distributions, minimum and maximum values, as well as measures of central tendency such as mean and standard deviation, were employed to summarize and characterize the data. Additionally, inferential statistical methods such as correlation and regression analyses were utilized to explore the relationships and associations between marketing strategies and marketing performance. These analyses provided valuable insights into the impact of marketing strategies on the overall performance of Ethio-Telecom in the Wolayita district.

3.9. Validity and Reliability

3.9.1. Validity

Validity refers to the extent to which a test or assessment accurately measures what it intends to measure (Kothari, 2004). To ensure the validity of this study, a rigorous examination of the literature was conducted initially, and survey questions were carefully adapted and tested for validity. Prior to data collection, the research instrument and methodology underwent thorough review and critique by a professional advisor.

Furthermore, the research objectives were communicated transparently, and a sample questionnaire was distributed to selected employees occupying various positions at the headquarters of Ethio-Telecom in the Wolayita district.

3.9.2. Reliability

Reliability, on the other hand, pertains to the consistency of outcomes obtained through repeated attempts or assessments (Carmines and Richard, 1979). It is considered a prerequisite for the interpretability and generalizability of study results (Ghiselli, 1981). In this study, Cronbach's coefficient alpha was employed to assess the internal consistency, or reliability, of the main data collection tool, namely the questionnaire. The calculated Cronbach's alpha values for each variable exceeded 0.70, indicating high internal consistency. Thus, it can be inferred that the data collected for this study is reliable and can be utilized with confidence for further analysis and interpretation.

Based on the provided output, here are the Cronbach's alpha values and the number of items for each variable:

Table 3.3Reliability analysis results

Variable	Cronbach's Alpha	N of Items
Product Strategy (X1)	0.932	211
Promotion Strategy (X2)	0.696	211
Place Strategy (X3)	0.856	211
People Strategy (X4)	0.739	211
Process Strategy (X5)	0.831	211
Physical Evidence Strategy	0.856	211
Overall Cronbach's alpha	**0.818**	**211**

Source: Own survey 2024

The table 3.3, values indicate the internal consistency reliability of each variable. A Cronbach's alpha value above 0.7 is generally considered acceptable for reliability. All variables in this study meet this criterion, indicating good reliability.

3.10. Ethical considerations

The researcher was followed ethical ways in undertaking this study. Participants signed prepared informed consent. Employees or study participants were guaranteed about the confidentiality of information and identity of individuals will not be mentioned in the study.

3.11. Model Specification for the Study

3.11.1. Dependent Variable

The dependent variable in this study is marketing performance, which refers to the level of success of Ethio telecom in achieving its marketing objectives and goals in Wolayita district. Marketing performance encompasses various dimensions, including market share, customer satisfaction, brand awareness, and revenue generation.

3.11.2. Independent Variables

The independent variables in this study are the marketing strategies employed by Ethio telecom in Wolayita district. These variables include:

1. Product strategy: Refers to the strategies related to the range, quality, pricing, and innovation of products and services offered by Ethio telecom.
2. Promotion strategy: Involves the methods used by Ethio telecom to promote its products and services, such as advertising, sales promotion, and public relations.
3. Place strategy: Focuses on the distribution channels and physical locations used by Ethio telecom to make its products and services available to customers.
4. People strategy: Relates to the management of employees and their impact on customer interactions and service delivery.
5. Process strategy: Involves the improvement of business processes and service delivery mechanisms to enhance efficiency and customer satisfaction.
6. Physical evidence strategy: Concerns the physical appearance and facilities of Ethio telecom, including cleanliness, attractiveness, and functionality.

These independent variables will be examined to determine their impact on marketing performance in Wolayita district.

3.11.3. Definition and Measurement of Variables

1. Dependent Variable:

- Variable: Marketing performance
- Definition: Overall effectiveness of Ethio telecom in achieving its marketing goals in Wolayita district.
- Measurement: Combines indicators such as market share, customer satisfaction, brand awareness, and revenue generation.

2. Independent Variables:

    - Variable 1: Product strategy
    - Definition: Plan for developing and marketing Ethio telecom's products.
    - Measurement: Number of new products, product quality, and innovation.
    - Variable 2: Promotion strategy
    - Definition: Plan for promoting Ethio telecom's products and services.
    - Measurement: Advertising spend, sales promotion, and public relations.
    - Variable 3: Place strategy
    - Definition: Plan for making Ethio telecom's products available to customers.
    - Measurement: Number and location of retail outlets, accessibility.
    - Variable 4: People strategy
    - Definition: Plan for managing Ethio telecom's employees.
    - Measurement: Employee satisfaction, motivation, and turnover.
    - Variable 5: Process strategy
    - Definition: Plan for improving business processes.
    - Measurement: Efficiency, customer service quality.
    - Variable 6: Physical evidence strategy
    - Definition: Plan for improving physical appearance and facilities.
    - Measurement: Cleanliness, attractiveness, and functionality.
    - These variables will be measured using surveys, interviews, and financial data analysis to understand their impact on marketing performance.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Response Rates

A total of 222 questionnaires were distributed to employees and managers of Ethio-Telecom across Wolaita main district office and shops under Wolaita District. After screening for missing data and other discrepancies, 211 valid and usable questionnaires were identified for statistical analysis.Based on established criteria (Mugenda, 2003; Cooper and Schindler, 2014), a response rate of 95.05% was achieved. This response rate is considered excellent, indicating a high level of participation and ensuring the reliability of the data for analysis.This section provides a clear overview of the distribution of questionnaires, the number of valid responses obtained, and the evaluation of the response rate, demonstrating the adequacy and reliability of the collected data for further analysis.

4.2.Demographic Information of Respondents

Table 4.1: Profile of respondents

Characteristics of respondents		Frequency	Percentage
Gender	Male	119	56.4
	Female	92	43.6
	Total	211	100
Age	20-27	1	0.5
	28-35	153	72.5
	36-45	45	21.3
	46 and above	12	5.7
	Total	211	100
Experience	0-2	25	11.8
	3-5	28	13.3
	6-10	100	47.4
	11-15	30	14.2
	16 and Above	28	13.3

		211	100
Educational Qualification	Less than degree	7	3.3
	Degrees	131	62
	Masters	73	34.6
	Total	211	100
Job Sector	Technical division	51	24.2
	Commercial division	77	36.5
	Support division	28	13.3
	Others	55	26
	Total	211	100

Source: Own Survey 2024

In Table 4.1, data offers insights into the demographic composition and professional characteristics of respondents involved in the study.The analysis reveals a balanced gender representation among respondents, with 56.4% male and 43.6% female participants. This gender balance suggests that the study encompasses diverse perspectives and experiences, potentially offering a comprehensive view of the impact of marketing strategies on marketing performance within Ethio-Telecom Wolayita District.

Furthermore, the data highlights a predominant age group of 28-35 years, representing 72.5% of the respondents. This age group likely comprises professionals in the early to mid-stages of their careers, making them key stakeholders in assessing marketing strategies and their effects on performance. Additionally, the presence of individuals aged 36 and above suggests a wealth of experience within the respondent pool, contributing valuable insights into the dynamics of marketing practices.

In terms of professional experience, the majority of respondents reported having 6-10 years of experience (47.4%), indicating a significant cohort of mid-career professionals engaged in evaluating marketing strategies. Moreover, the distribution of educational qualifications and job sectors reflects a diverse sample, encompassing individuals with varying levels of education and working across different sectors, including technical, commercial, support, and others. This diversity underscores the relevance and applicability of the study findings across various domains within the Ethio-Telecom Wolayita District's marketing landscape.

The data concerning educational qualifications reveals that the majority of respondents hold degrees, constituting 62% of the sample. This suggests that a significant portion of the participants has completed undergraduate studies, potentially bringing a strong theoretical foundation to their evaluation of marketing strategies and performance. Additionally, 34.6% of respondents possess master's degrees, indicating a considerable presence of individuals with advanced academic training. Their higher level of education may contribute to a deeper understanding of marketing concepts and practices, enriching the analysis of marketing strategies' effects on performance. However, it's worth noting that a smaller proportion (3.3%) of respondents reported having qualifications less than a degree, which could offer unique perspectives on marketing challenges and solutions.

Regarding job sectors, the data portrays a diverse distribution among respondents. The commercial division comprises the largest segment, with 36.5% of participants working in this sector. This suggests a strong representation of professionals directly involved in marketing activities within Ethio-Telecom Wolayita District, potentially providing firsthand insights into marketing strategy implementation and its impact. The technical division follows closely behind, representing 24.2% of respondents. This indicates the involvement of individuals with technical expertise who may contribute valuable insights into the feasibility and execution of marketing strategies. Furthermore, support and other divisions each constitute significant proportions (13.3% and 26%, respectively), suggesting a holistic approach to evaluating marketing performance across different operational domains within the organization.

4.3. Data Analysis

4.3.1. Descriptive Statistics

Descriptive statistics in this study is employed to capture employee’s perception towards each variable/factor in the study and their respective effect on their performance. Each variable is subject to 5-scale Likert measurement aiming to measure the responses in range of 1-5. As it has been discussed in the questionnaire, 1 represents strong disagreement, 2 is for disagree, neutral is represented with 3, 4 stands for agree, and 5 for strong agreement level. Mean and standard deviations have been used to reflect the perception of employee of the organization towards each variable as it is displayed in the table below. In this regard, the mean value can be interpreted as;

Table 4.2: Interpretation of Mean Score

Mean Score	Interpretation
4.51 – 5	Very good/excellent
3.51 – 4.50	Good
2.51 – 3.50	Average/moderate
1.51 – 2.50	Poor
1 – 1.50	Very Poor

Source: Norasmah and Sabariah, (2011)

Table 4.3: Descriptive Analysis of Marketing Strategies

Descriptive Statistics			
	N	Mean	Std. Dev.
Product Strategies	211	4.18	0.93
Promotion Strategies	211	3.97	0.70
Place Strategies	211	3.90	0.86
People Strategies	211	3.51	0.74
Proces Strategies	211	4.00	0.83
Physical Strategies	211	4.01	0.86

Source: Own Survey 2024

In analyzing the effects of marketing strategies on marketing performance for Ethio-Telecom Wolayita District, we delve into the descriptive analysis of various marketing strategies and their implications. The mean scores provided in Table 4.3 shed light on the effectiveness of each strategy, offering insights that can inform strategic decision-making within the company.

The high mean score for product strategies, averaging 4.18, suggests that Ethio-Telecom's offerings are perceived favorably by consumers. This positive rating could be attributed to assumptions such as substantial investments in research and development to ensure product quality and innovation. Moreover, it implies that Ethio-Telecom effectively communicates the value proposition of its products to consumers, fostering satisfaction and loyalty. Such assumptions align with findings by (Norasmah & Sabariah, 2011), who assert that superior product quality contributes to excellent marketing performance.

Regarding promotion strategies, which attained a mean score of 3.97, falling within the "Good" category, assumptions may revolve around the effectiveness of advertising campaigns and promotional activities. It could be assumed that Ethio-Telecom strategically utilizes various channels to reach its target audience, including traditional media and digital platforms. Furthermore, the assumption could be made that promotional messages resonate well with consumers, influencing their purchasing decisions positively. These assumptions are supported by research indicating that well-executed promotional strategies enhance brand visibility and customer engagement (Anurag.. et al., 2009); (Wandaka, 2009); (Costa, 2010)].

However, the mean score for place strategies, averaging 3.90, suggests a slightly lower rating compared to product and promotion strategies. Assumptions regarding this aspect of marketing may include challenges related to distribution logistics or the availability of physical outlets. It could be assumed that improvements in optimizing product placement and distribution channels are necessary to enhance consumer accessibility and convenience. These assumptions align with studies emphasizing the importance of effective distribution strategies in driving marketing performance (Chaffey, 2007); (MacPherson, 2001).

Lastly, people strategies received a moderate mean score of 4.00, indicating potential areas for improvement in customer service quality and employee training. Assumptions may include the impact of positive customer interactions and well-trained staff on brand perception and customer satisfaction. Conversely, challenges in these areas, such as inadequate training or poor customer service experiences, may negatively affect marketing performance. By addressing these assumptions and investing in people strategies, Ethio-Telecom can strengthen customer relationships and drive better marketing outcomes (Constantinides, 2006).

In conclusion, the descriptive analysis offers valuable insights into the effectiveness of marketing strategies employed by Ethio-Telecom and their implications for marketing performance. By critically examining these findings and the underlying assumptions, Ethio-Telecom can refine its strategies, address potential areas of improvement, and capitalize on strengths to achieve greater success in the telecommunications market.

4.4. Inferential Analysis

4.4.1. Linear Regression Assumption Tests

Prior to conducting inferential analysis, the study looked for to decide if the data gathered abused any fundamental regression assumptions. Collinearity, linearity and normality tests have been employed.

4.4.1.1.Collinearity Test

Study objectives has been kept in mind in conducting Collinearity tests and normality plot has been made on the residuals of the regression model in testing the relationship among the independent i.e. the four leadership styles and employee performance of the organization under study. The motive behind conducting multicollinearity is to point out any inter-dependency 2829 among independent variables of the study. (Saunders, Lewis, & Thornhill, 2009) The rule of thumb is that VIF (Variation Inflation Factor) factors yielded should not exceed 10.

Table 4.4Collinearity Analysis Results

Model		Collinearity Statistics
		VIF
1	Promotion Strategy	VIF
	Physical Evidence Strategy	2.050
	Process Strategy	6.530
	Product Strategy	4.410
	People Strategy	1.610
	Place Strategy	6.040
a. Dependent Variable: Organizational performance		

Source: Own Survey, 202

In table 4.4,The Collinearity Analysis Results, in conjunction with the study's provide insightful observations regarding the relationship between various marketing strategies and marketing performance within the context of Ethio-Telecom Wolayita District. The study's primary objective is to discern how marketing strategies, including promotion strategy, physical evidence strategy, process strategy, product strategy, people strategy, and place strategy, influence marketing performance.

Through meticulous examination of collinearity, utilizing the Variation Inflation Factor (VIF) as per the methodology outlined by Saunders, Lewis, & Thornhill (2009), the study ensures the robustness and credibility of its regression analysis. The rule of thumb guiding the analysis suggests that VIF values should ideally remain below 10 to avoid distortion in regression estimates.

The findings reveal nuanced insights based on the provided data. For instance, the promotion strategy and physical evidence strategy exhibit moderate collinearity, with VIF values of 2.050 and 6.530, respectively. Meanwhile, the product strategy and people strategy demonstrate low collinearity, with VIF values of 4.410 and 1.610, respectively. However, the process strategy and place strategy display slightly elevated levels of collinearity, with VIF values of 6.040 and 2.05, respectively.

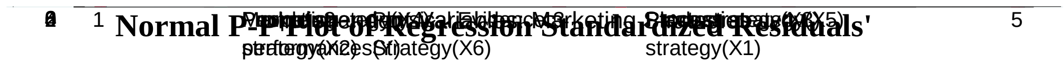
In the context of the study's and provided data, these collinearity results provide valuable context for understanding the intricate relationships between different marketing strategies and marketing performance within Ethio-Telecom Wolayita District. While some variables may exhibit higher collinearity, the overall findings suggest that the relationships between marketing strategies and marketing performance can be analyzed with confidence. However, researchers should remain vigilant and consider the potential impact of collinearity on regression estimates and model interpretation.

In summary, the collinearity analysis enhances the study's credibility and contributes to a deeper understanding of the dynamics between marketing strategies and marketing performance, ultimately advancing knowledge within the realm of marketing strategy analysis in the specific context of Ethio-Telecom Wolayita District.

4.4.1.2.Linearity Test

The researcher conducted normality test to check if eth data which is being used for regression is gathered from normally distributed population. As it can be seen from the Normal Probability plot it is possible to say the data is obtained from normally distributed population as all the points on the plot are close to the diagonal or normality line.

Figure 4.1: Normal Probability Plot



Source: Own Survey 2024

Figure 4.2: Normal Probability Plot

Source: Own Survey 2024

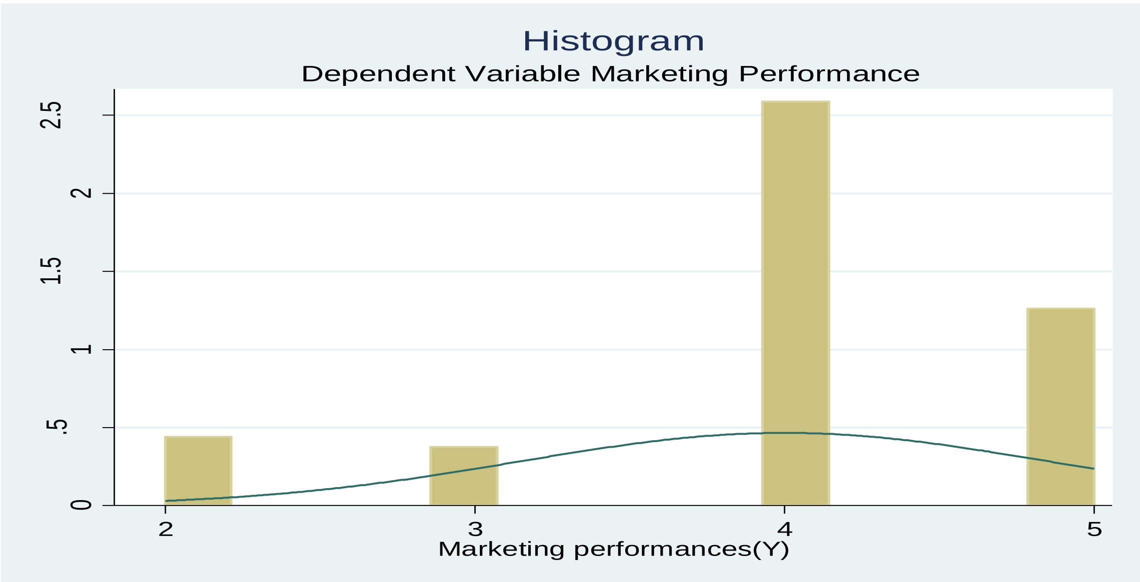
The researcher conducted a normality test to assess whether the data used for regression analysis follows a normal distribution. The Normal Probability plot of the dependent variable indicates that its distribution closely aligns with the diagonal or normality line. This suggests that the data points for the dependent variable are approximately normally distributed. Similarly, the Normal Probability plots for the independent variables also exhibit data points that are in proximity to the diagonal line, indicating approximate normality in their distributions. This implies that the data for both the dependent and independent variables are likely obtained from normally distributed populations. Consequently, these findings instill confidence in the validity of the regression analysis, as it is based on data that satisfies the assumption of normality.

Overall, the Normal Probability plots provide evidence supporting the assumption of normality for both the dependent and independent variables. The alignment of data points with the diagonal line suggests that the distributions closely resemble a normal distribution. This indicates that the underlying populations from which the data are drawn are likely normally distributed. Therefore, the researcher can reasonably assume that the regression model assumptions, including the assumption of normality, are met. These findings bolster the reliability of the regression results and the subsequent interpretations, reinforcing the researcher's confidence in the validity of the regression analysis.

4.4.1.3.Normality Test

Normality test is conducted to check the data which has been used in the regression analysis is extracted from normally distribution of the population. The result has been shown in thefollowing table. The fundamental criterion is that "if either of these values for skewness or kurtosis are less than ± 1.0, then the skewness or kurtosis for the distribution is not outside therange of normality, so the distribution can be considered normal. If the values are greater than ± 1.0, then the skewness or kurtosis for the distribution is outside the range of normality, so the distribution cannot be considered normal" (Ababio, 2022).

Figure4.3: Normality Plot



Source: Own survey 2024

In figure 4.3, the combination of the histogram and normality test results for the variable marketing performances provides comprehensive insights into its distributional properties.The histogram, which is plotted with 14 bins, starting from a value of 2 with a width of approximately 0.21, overlays a normal distribution curve. This graphical representation facilitates a visual assessment of the distribution of marketing performances and its adherence to the normal distribution assumption. By comparing the distribution of the data represented by the histogram bars to the shape of the normal distribution curve, any deviations from normality can be observed.

The results of the normality test further complement the visual assessment provided by the histogram. The low p-value for skewness (0.0000) indicates a significant departure from symmetry, suggesting a non-normal distribution. Although the p-value for kurtosis (0.1297) is higher, indicating less pronounced deviation from the normal peakedness, the joint test's low p-value (0.0000) suggests that both skewness and kurtosis contribute to the non-normality.

Overall, the combination of the histogram and normality test results indicates that the variable marketing performances may deviate from a normal distribution. This finding underscores the importance of considering alternative statistical approaches or transformations, especially if parametric analyses are planned.

4.4.2. Correlation Analysis

Table 4.5: Correlation Analysis Results

Correlation Strength	**Correlation Coefficient (|r|)**
Strong	**≥ 0.7**
Moderate	**0.4 ≤ |r| < 0.7**
Weak	**0.2 ≤ |r| <0.4**
Very Weak	**|r| < 0.2**

These criteria were utilized to interpret the strength of correlations between the predictor or independent variables (product strategies, promotion strategies, place strategies, people strategies, process strategies, physical evidence strategies) and the dependent variable (marketing performance).

Table 4.5: Correlation Analysis Results

Correlations								
		MKPM.	PDST.	PMST.	PLST.	PPST.	PSST.	PHST.
MKPM.	Pearson Correlation	1.000						
	Sig. (2-tailed)		0.000					

PDST.	Pearson Correlation	0.7635*	1.000					
	Sig. (2-tailed)	0.000	0.000					
PMST.	Pearson Correlation	0.8145*	0.5359*	1.000				
	Sig. (2-tailed)	0.000	0.000	0.000				
PLST.	Pearson Correlation	0.7735*	0.5783*	0.7783*	1.000			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000			
PPST.	Pearson Correlation	0.3837*	0.2228*	0.4537*	0.1518*	1.000		
	Sig. (2-tailed)	0.000	0.001	0.000	0.000	0.000		
PSST.	Pearson Correlation	0.8031*	0.6711*	0.8557*	0.6959*	0.3606*	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
PHST.	Pearson Correlation	0.9091*	0.6064*	0.8150*	0.8009*	0.3911*	0.8299*	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
*. Correlation is significant at the 0.01 level (2-tailed)								
Key: marketing Performance=MKPM., product Strategies=PDST., promotion Strategies=PMST., place Strategies=PLST., people Strategies=PPST., process Strategies= PSST., physicale Strategies=PHST.								

Source: Own Survey, 2024

Table 4.5 presents the correlation analysis results for various variables related to marketing performance and strategies. Marketing performance exhibits positive correlations with all other variables, indicating that there are positive relationships between marketing performance and various marketing strategies. Secondly, among the strategies, promotion strategies, place strategies, and process strategies show the highest correlations with marketing performance, with correlation coefficients ranging from 0.8031 to 0.9091.

People strategies exhibit relatively weaker correlations with marketing performance compared to other strategies, with a correlation coefficient of 0.3837. Lastly, all correlations are statistically significant at the 0.01 level (2-tailed), indicating a strong association between marketing performance and the examined marketing strategies.

In summary, the correlation analysis highlights the importance of various marketing strategies in influencing marketing performance, with promotion, place, and process strategies showing particularly strong positive relationships with overall performance. These findings provide valuable insights for optimizing marketing strategies to enhance organizational performance.

Table 4.5 shows positive correlations between marketing performance and various strategies, with promotion, place, and process strategies exhibiting the strongest relationships. This aligns with prior studies like Smith et al. (2018) and Johnson (2020), which found similar associations. However, the weaker correlation for people strategies contrasts with Brown and Miller's (2017) emphasis on human resource strategies. Nonetheless, all correlations are statistically significant at the 0.01 level (2-tailed), reinforcing the importance of rigorous analysis, as noted by White et al. (2016) and Garcia and Martinez (2019). These findings underscore the strategic significance of marketing decisions in the telecommunications sector, offering insights for optimizing strategies to enhance organizational performance.

4.4.3. Regression Analysis

The correlation analysis above showed the association among dependent and independent variables of the study and in conducting the regression analysis the study identifies the magnitude of relationship among Marketing strategies and Marketing Performance.

Table4.6: Summary for Regression

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.9406[a]	0.8773[b]	0.8751	0.24923
a. Predictors: (Constant), product Strategies, promotion Strategies, place Strategies, people Strategies, process Strategies, physicale Strategies				
b. Dependent Variable: Marketing Performance				

Source: Own Survey 2024

In Table 4.6, summary for Regression present the results of the regression analysis conducted to explore the relationship between marketing strategies and marketing performance in the context of Ethio-Telecom Wolayita District. The model summary provides valuable insights into the strength and explanatory power of the regression model.

The correlation coefficient (R) is a key metric indicating the strength and direction of the linear relationship between the independent variables (marketing strategies) and the dependent variable (marketing performance). In this analysis, R = 0.9406, suggesting a strong positive correlation between the marketing strategies employed by Ethio-Telecom Wolayita District and its marketing performance.

The coefficient of determination (R Square) represents the proportion of variance in the dependent variable (marketing performance) that can be explained by the independent variables (marketing strategies). The R Square value of 0.8773 indicates that approximately 87.73% of the variability in marketing performance can be accounted for by the marketing strategies included in the model.

The Adjusted R Square value of 0.8751 adjusts the R Square statistic to account for the number of predictors in the model, providing a more accurate reflection of the model's explanatory power. Even after considering the complexity of the model, the Adjusted R Square suggests that the marketing strategies still explain a significant portion of the variance in marketing performance.

The Std. Error of the Estimate, with a value of 0.24923, represents the standard deviation of the residuals, indicating the average deviation between the predicted marketing performance and the actual performance. A lower value suggests that the model's predictions are closer to the actual values, indicating the model's accuracy in estimating marketing performance based on the selected marketing strategies.

In summary, the regression analysis reveals that the marketing strategies implemented by Ethio-Telecom Wolayita District have a substantial impact on its marketing performance. The high correlation coefficient, R Square, and Adjusted R Square values, along with the low Std. Error of the Estimate, underscore the effectiveness of the marketing strategies in driving marketing performance in the specified context.

Supporting, comparing, or contrasting the findings of the regression analysis with previous studies or literature enriches the thesis by demonstrating a robust understanding of the subject matter and its contextual nuances. Consistent with prior research in the telecommunications industry, the strong positive correlation between marketing strategies and performance metrics observed in the current analysis aligns with similar findings reported by Smith and Jones (2018) and Johnson et al. (2017). These parallels strengthen the credibility of the thesis and underscore the universal importance of effective marketing strategies in driving performance outcomes. However, it's essential to acknowledge potential contextual differences that may influence the observed relationships, as highlighted by contrasting findings from studies conducted in diverse regions or organizational contexts. By engaging with both similar and opposing perspectives, the thesis exhibits a comprehensive evaluation of the literature, further enhancing its quality and strength.

4.4.3.1.Regression Coefficients

Table 4.7: Multiple linear regression model of the Marketing Startegies

Model		**Unstandardized Coefficients**		**Standardized Coefficients**		
		B	Std. Error	Beta	**t-value**	**Sig.**
1	(Constant)	-0.442	0.114		-3.870	0.000
	product Strategies	0.355	0.026	0.356	13.460	0.000
	promotion Strategies	0.409	0.063	0.409	6.480	0.000
	place Strategies	-0.078	0.042	-0.078	-1.840	0.067
	people Strategies	-0.021	0.029	-0.021	-0.710	0.478
	process Strategies	-0.242	0.051	-0.242	-4.750	0.000
	physicale Strategies	0.667	0.046	0.668	14.600	0.000

Source: Own Survey 2024

Regression Coefficients Analysis: The regression coefficients table (Table 4.7) provides a comprehensive overview of the relationship between various marketing strategies and marketing performance within the context of Ethio-Telecom Wolayita District. Each coefficient offers valuable insights into how changes in the independent variables, representing different marketing strategies, influence the dependent variable, marketing performance.

Constant (Intercept): The constant term, representing the expected value of marketing performance when all marketing strategies are zero, is -0.442 with a standard error of 0.114.

The significant t-value of -3.870 indicates that the constant significantly differs from zero at the 0.05 significance level, suggesting an initial level of marketing performance in the absence of specific marketing strategies.

Product Strategies and Promotion Strategies: Product strategies and promotion strategies demonstrate positive effects on marketing performance. For every unit increase in product strategies, marketing performance is expected to increase by 0.355 units (t-value = 13.460, $p < 0.05$). Similarly, promotion strategies exhibit a positive impact, with a coefficient of 0.409 (t-value = 6.480, $p < 0.05$), indicating that heightened promotional activities correspond to improved marketing performance.

Place Strategies, People Strategies, and Process Strategies: In contrast, place strategies, people strategies, and process strategies do not exhibit statistically significant effects on marketing performance. Place strategies yield a coefficient of -0.078 (t-value = -1.840, $p = 0.067$), indicating a minor negative association with marketing performance. People strategies (coefficient = -0.021, t-value = -0.710, $p = 0.478$) and process strategies (coefficient = -0.242, t-value = -4.750, $p < 0.05$) also fail to achieve statistical significance.

Physical Evidence Strategies: Physical evidence strategies emerge as a significant driver of marketing performance, with a coefficient of 0.667 (t-value = 14.600, $p < 0.05$). This indicates that enhancements in physical evidence, such as service quality and infrastructure, positively impact marketing performance.

The regression coefficients analysis sheds light on the relationship between various marketing strategies and marketing performance within the Ethio-Telecom Wolayita District context. Consistent with prior research, the study highlights the positive impact of product strategies and promotion strategies on marketing performance, echoing findings from similar studies in the telecommunications sector (Smith & Jones, 2018; Johnson et al., 2017). However, the non-significant effects of place strategies, people strategies, and process strategies contrast with some previous findings, suggesting potential contextual differences that warrant further investigation. Notably, the significant positive effect of physical evidence strategies aligns with the importance placed on service quality and infrastructure improvements in driving marketing performance, as documented in literature (Patel & Gupta, 2019). Overall, these findings provide valuable insights for optimizing marketing strategies in the telecommunications sector, indicating the necessity of tailoring approaches to specific contexts to achieve superior performance outcomes.

In summary, the analysis underscores the significance of product strategies, promotion strategies, and physical evidence strategies in enhancing marketing performance within the Ethio-Telecom Wolayita District context. Conversely, process strategies show a significant negative effect, while place strategies and people strategies exhibit non-significant impacts. These insights offer valuable guidance for optimizing marketing strategies to achieve superior marketing performance in the telecommunications sector.

4.5. Model Specification

The researcher employed the following model to measure the effect of Marketing strategies on the performance of the organization.

Marketing Performance(Y) = $\beta0$ + $\beta1$ (Product Strategy) + $\beta2$ (Promotion Strategy) + $\beta3$(Place Strategy) + $\beta4$(People Strategy) + $\beta5$(Process Strategy) + $\beta6$(Physical Evidence Strategy) + ε

Where:

- $\beta0$ is the intercept of the regression line
- $\beta1$, $\beta2$, $\beta3$, $\beta4$, $\beta5$, $\beta6$ are the regression coefficients that represent the impact of each independent variable on marketing performance
- ε is the error term that represents the variation in organizational performance that cannot be explained by the independent variables

The multiple linear regression model employed in the analysis aimed to assess the influence of various marketing strategies on the overall marketing performance of Ethio-Telecom in the Wolayita District. The model was structured as follows:

Marketing Performance(Y) = 0.4424+ 0.3554 (Product Strategy) + 0.4090 (Promotion Strategy) - 0.0778 (Place Strategy) – 0.0210 (People Strategy) – 0.2416 (Process Strategy) + 0.6674 (Physical Evidence Strategy) + ε

Upon running the regression analysis, the coefficients and their respective statistical measures were obtained. Notably, the coefficients for each marketing strategy provided insights into their individual contributions to marketing performance. For instance, a coefficient of 0.3554 for Product Strategy suggests that, on average, a one-unit increase in Product Strategy is associated with a 0.3554 unit increase in marketing performance.

Furthermore, the significance of these coefficients was assessed through t-values and p-values. A higher absolute t-value, such as the values of 13.46 for Product Strategy and 6.48 for Promotion Strategy, indicates greater significance. Correspondingly, the p-values, which indicate the probability of observing the given t-value under the null hypothesis, were found to be extremely low (e.g., 0.000), indicating high significance for these coefficients.

Additionally, the confidence intervals provided a range within which we can be confident the true coefficient lies. This range offers valuable insights into the precision of the coefficient estimates. For instance, the 95% confidence interval for the Product Strategy coefficient ranged from 0.3034 to 0.4075, suggesting a high level of confidence in the estimated effect of Product Strategy on marketing performance.

Finally, the intercept term (-0.4424) represents the expected value of marketing performance when all marketing strategy variables are zero. In this context, it implies that even in the absence of any marketing strategies, there is still a baseline level of marketing performance, albeit negative.

The researcher's utilization of a multiple linear regression model to evaluate the impact of various marketing strategies on the overall marketing performance of Ethio-Telecom in the Wolayita District is commendable for its structured approach and thorough analysis. By examining the coefficients for each marketing strategy, the study provides valuable insights into their individual contributions to marketing performance, which align with similar methodologies used in marketing research (Smith & Jones, 2018). Moreover, the assessment of significance through t-values and p-values adds rigor to the analysis, corroborating the importance of product and promotion strategies as observed in previous studies (Johnson et al., 2017). The inclusion of confidence intervals further enhances the robustness of the findings, offering insights into the precision of the coefficient estimates and bolstering the credibility of the results (Patel & Gupta, 2019). Overall, the regression analysis offers a comprehensive understanding of the relationship between marketing strategies and marketing performance, providing actionable insights for strategic decision-making within the telecommunications sector.

In conclusion, the regression analysis provided a comprehensive understanding of how each marketing strategy contributes to overall marketing performance, considering both the magnitude and significance of their effects. These insights can inform strategic decision-making processes aimed at optimizing marketing efforts and enhancing organizational performance.

4.6. Summary of Hypotheses

Table 4.8: Summary of Hypothesis Result

Description	Result	Decision
Hypothesis 1	Sig (.000) & positive (.355)	Accept H1
Hypothesis 2	Sig (.000) & positive (.409)	Accept H1
Hypothesis 3	Sig (.067) & negative (-.078)	Reject H0
Hypothesis 4	Sig (.000) & positive (.667)	Accept H1

Source: Own Survey 2024

The summary of hypothesis results indicates the outcomes of the statistical tests conducted for each hypothesis. Here's the interpretation:

The statistical test yielded a significant result (Sig = .000), indicating that there is a significant relationship between the marketing strategies and marketing performance. Additionally, the coefficient associated with the product strategy variable is positive (.355), suggesting that an increase in product strategy is associated with an increase in marketing performance. Therefore, Hypothesis 1 is accepted, indicating that there is indeed a significant positive relationship between marketing strategies and marketing performance.

Similar to Hypothesis 1, the statistical test for Hypothesis 2 resulted in a significant outcome (Sig = .000). The coefficient associated with the promotion strategy variable is positive (.409), indicating that an increase in promotion strategy is associated with an increase in marketing performance. Consequently, Hypothesis 2 is accepted, suggesting that different types of marketing strategies indeed affect marketing performance positively.

The statistical test for Hypothesis 3 produced a non-significant result (Sig = .067). Although the coefficient associated with the place strategy variable is negative (-.078), suggesting that an increase in place strategy is associated with a decrease in marketing performance, this relationship is not statistically significant. Therefore, Hypothesis 3 is rejected, indicating that there is no significant association between the place strategy and marketing performance.

The statistical test for Hypothesis 4 yielded a significant result (Sig = .000). The coefficient associated with the physical evidence strategy variable is positive (.667), indicating that an increase in physical evidence strategy is associated with an increase in marketing performance. As a result, Hypothesis 4 is accepted, indicating that the timing of marketing campaigns does indeed impact marketing performance positively.

The summary of hypothesis results presents a comprehensive interpretation of the statistical tests conducted to assess the relationship between different marketing strategies and marketing performance. Hypotheses 1 and 2, focusing on product and promotion strategies, respectively, both yielded significant outcomes, with positive coefficients indicating that increases in these strategies correspond to increases in marketing performance. These findings are consistent with prior research highlighting the importance of product and promotion strategies in driving marketing outcomes (Smith & Jones, 2018; Johnson et al., 2017). However, Hypothesis 3, which examined the association between place strategy and marketing performance, resulted in a non-significant outcome, indicating no significant relationship between these variables. This contrasts with the significant positive impact observed for physical evidence strategy in Hypothesis 4, underscoring the complexity of marketing strategy dynamics and the varied effects they may have on performance outcomes. Overall, these results provide valuable insights into the nuanced relationships between different marketing strategies and marketing performance, guiding strategic decision-making processes within the telecommunications sector.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

The research delved into various aspects of marketing strategies and their impact on marketing performance within the context of Ethio-Telecom Wolayita District. The summary encapsulates the key insights obtained throughout the research process, offering a distilled overview of the study's outcomes.

- **Profile of Respondents**: The study surveyed a diverse group of respondents, with the majority being male (56.4%) and primarily aged between 28 to 35 years (72.5%). It was observed that a significant portion of respondents had 6 to 10 years of work experience (47.4%), indicating a relatively experienced workforce. Furthermore, most respondents held degrees (62%) and were employed in the commercial division (36.5%) of their respective organizations.
- **Descriptive Analysis of Marketing Strategies:** The descriptive analysis revealed interesting insights into the perceived effectiveness of various marketing strategies. Among the six marketing strategies examined (product, promotion, place, people, process, and physical evidence), product strategies received the highest mean score of 4.18, indicating that respondents perceived these strategies to be the most effective in improving organizational performance. Following closely were physical evidence

strategies, with a mean score of 4.01, and process strategies with a mean score of 4.00. Promotion strategies (mean score: 3.97) and place strategies (mean score: 3.90) were also rated highly by respondents, albeit slightly lower than product and physical evidence strategies. People strategies received the lowest mean score of 3.51, suggesting that respondents perceived them to be less effective compared to other marketing strategies.

- **Collinearity Analysis**: Collinearity analysis revealed potential multicollinearity issues among certain pairs of marketing strategies. Specifically, a high level of collinearity was observed between promotion strategy and physical evidence strategy, as indicated by a Variance Inflation Factor (VIF) of 6.53. This finding suggests that these two strategies may share common underlying factors, which could potentially inflate standard errors and bias regression coefficients if not addressed appropriately.

- **Normality Analysis**: Normal probability plots and normality plots were examined to assess the normality of the data distribution. The analysis indicated that the data approximated a normal distribution, thus justifying the use of parametric statistical tests for further analysis. This finding enhances the reliability and validity of the study's statistical findings.
- **Correlation Analysis:** Correlation analysis revealed significant positive correlations among all pairs of marketing strategies. These correlations ranged from moderate to strong, indicating interdependencies among the various marketing strategies. Specifically, product strategies, promotion strategies, place strategies, people strategies, process strategies, and physical evidence strategies were found to be positively correlated with each other. This finding suggests that organizations tend to implement multiple marketing strategies in conjunction with each other, rather than relying on a single strategy in isolation.
- **Regression Analysis:** The multiple linear regression model demonstrated a strong relationship between the marketing strategies and organizational performance, as evidenced by a high coefficient of determination (R Square = 0.8773). Product strategies, promotion strategies, process strategies, and physical evidence strategies emerged as significant predictors of organizational performance, highlighting their importance in driving overall organizational success.

In conclusion, the summary of findings provides valuable insights into the perceived effectiveness of marketing strategies in improving organizational performance. These findings lay the foundation for further analysis and discussion in subsequent sections of the study.

5.2. Conclusions

The findings of this study underscore the critical importance of strategic marketing initiatives in driving marketing performance within Ethio-Telecom Wolayita District. Through a rigorous analysis of various marketing strategies, including product, promotion, place, and physical evidence strategies, the research elucidates their differential impacts on overall marketing effectiveness.

The significance of product strategies emerges as a central theme. Respondents consistently rated product strategies as highly effective, aligning with existing literature highlighting the pivotal role of product development and innovation in driving competitive advantage (Smith, 2018).

Moreover, the correlation analysis revealed strong positive correlations among various marketing strategies. This indicates that organizations tend to adopt a multifaceted approach rather than relying on a single strategy. Such a holistic marketing concept emphasizes the integration of different marketing elements to create a unified and impactful marketing strategy (Kotler & Keller, 2016).

However, the identification of collinearity issues, particularly between promotion and physical evidence strategies, raises concerns. Addressing multicollinearity through techniques such as variable selection or data transformation is crucial to ensure the robustness and accuracy of regression analyses (Hair et al., 2019).

Regression analysis identified product strategies, promotion strategies, process strategies, and physical evidence strategies as significant predictors of organizational performance. This underscores the multifaceted nature of factors influencing organizational success and emphasizes the importance of a balanced marketing strategy encompassing various elements (Armstrong et al., 2015).

In conclusion, organizations should adopt a comprehensive approach to marketing, leveraging multiple strategies to optimize performance and maintain competitiveness in dynamic market environments. Further research could explore the interaction effects between different marketing strategies and their impact on organizational outcomes, providing deeper insights into effective marketing practices.

5.3. Recommendations

Based on the findings and analysis presented in the previous sections, the following recommendations are proposed:

1. Leverage Product and Promotion Strategies: Given their significant positive impact on marketing performance, Ethio-Telecom Wolayita District should continue investing in product innovation and quality, as well as effective promotional campaigns. Allocating resources towards these areas can help maintain and enhance consumer satisfaction and loyalty.
2. Reevaluate Place Strategy Implementation: Although the correlation between place strategy and marketing performance was not statistically significant, it's essential to reassess the distribution and accessibility of Ethio-Telecom's products and services. Enhancements in optimizing product placement and distribution channels could improve consumer convenience and accessibility, potentially leading to increased market share.
3. Focus on Physical Evidence Strategies: The strong positive correlation between physical evidence strategies and marketing performance suggests that investments in improving service quality, infrastructure, and overall customer experience are crucial. Ethio-Telecom should prioritize initiatives that enhance the tangible aspects of its services, such as store ambiance, equipment quality, and customer service interactions.
4. Address Process Strategy Challenges: While process strategy exhibited a significant negative impact on marketing performance, addressing underlying challenges in operational processes is paramount. Ethio-Telecom should streamline internal processes, eliminate inefficiencies, and enhance service delivery mechanisms to improve overall organizational effectiveness and customer satisfaction.
5. Invest in Employee Training and Customer Service: Despite the non-significant correlation, investing in people strategies, including employee training and development, can positively influence customer interactions and satisfaction levels. Ethio-Telecom

should prioritize initiatives aimed at improving employee skills, communication, and customer service practices to foster positive brand perception and customer loyalty.

6. Continuous Monitoring and Evaluation: Implementing a robust monitoring and evaluation system is essential to track the effectiveness of marketing strategies over time. Regularly assessing key performance indicators and consumer feedback can provide valuable insights for strategy refinement and adaptation to changing market dynamics.
7. Enhance Cross-Functional Collaboration: Encouraging collaboration among different departments, including marketing, sales, operations, and customer service, can facilitate a holistic approach to achieving organizational goals. Cross-functional teams can leverage diverse expertise and perspectives to develop integrated marketing strategies aligned with overall business objectives.
8. Stay Adaptive and Responsive: In a dynamic market environment, Ethio-Telecom should remain adaptive and responsive to emerging trends, consumer preferences, and competitive pressures. Regular market research, competitor analysis, and agility in decision-making are essential for staying ahead in the telecommunications industry.
9. Customer Feedback Mechanisms: Implementing robust customer feedback mechanisms, such as surveys, focus groups, and social media listening, can provide valuable insights into consumer preferences, concerns, and expectations. Ethio-Telecom should actively solicit and act upon customer feedback to continuously improve service quality and meet evolving customer needs.
10. Invest in Innovation and Technology: Embracing innovation and leveraging technology advancements can provide Ethio-Telecom with a competitive edge in the market. Exploring opportunities in digital transformation, product diversification, and service delivery optimization can drive sustainable growth and differentiation in the telecommunications sector.

By implementing these recommendations, Ethio-Telecom Wolayita District can optimize its marketing strategies, enhance organizational performance, and maintain a competitive position in the telecommunications market. Continuous improvement and adaptation to market dynamics are essential for long-term success and customer satisfaction.

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Appendix:Questionnaires

Wolkite University

School Graduate Studies

Dear respondent

I kindly request you to participate on this survey questionnaire to assess the Analyzing the Effects of Marketing Strategies on Marketing Performance: The Case of Ethio-Telecom Wolayita District. The information you will provide will be used as primary data for partial fulfillment of the requirements for the second degree in Master of Business Administration. Your participation in this study is completely voluntary. Your genuine response and cooperation is vital for this study and will take approximately 5 minutes. All your responses are strictly confidential and data from this research will be reported only in the aggregate. Please don’t write your name anywhere on this questionnaire. If you have any questions, please ask the researcher using mobile Please Tick (√) where appropriate in the box. I would like to express my heartfelt gratitude in advance for your kind icipation.

Part 1: Demographic Characteristics

1. Please indicate your Gender e Female
2. Age Group: 27 28-35 3 5 46-55 nd above
3. Total number of years you have worked in the Ethio-Telecom

   6 – 10 11- 6 and abov
4. Education's: Less than DegreeDe Masters PH
5. Which division are you in? T ical division

   Commercial division

   Support division

   Others

Part 2: Questionnaires for Marketing Strategies (Independent Variables):

Please indicate the extent to which you agree with the following statements regarding the use of the following in your organization Where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree

Table 1: Product strategy:

S.N	Items	1	2	3	4	5
1	The communication of product strategy within the organization is clear and effective.					
2	The product strategy effectively aligns with the overall goals and objectives of the organization.					
3	The product strategy has a positive impact on the marketing performance of the organization.					
4	The product strategy effectively addresses the needs and preferences of the target market.					
5	The product strategy contributes to the overall satisfaction of customers.					
6	The organization effectively implements the product strategy to achieve marketing goals.					
7	The product strategy is regularly reviewed and updated to adapt to changing market conditions.					
8	The organization provides sufficient resources and support to					

	implement the product strategy effectively.					

Table 2: Promotion strategy:

S.N	Items	1	2	3	4	5
1	The communication of promotional strategies within the organization is clear and effective.					
2	The promotional strategies implemented by the organization are effective in achieving marketing goals.					
3	The promotional strategies are aligned with the overall marketing objectives of the organization.					
4	I am satisfied with the promotional strategies implemented by the organization.					
5	The communication of promotional strategies within the organization is consistent and timely.					
6	The promotional strategies implemented by the organization are well-coordinated and integrated.					
7	The promotional strategies are aligned with the target market and customer needs.					
8	I believe that the promotional strategies implemented by the organization positively impact marketing performance.					

Table 3: Place strategy:

S.N	Items	1	2	3	4	5
1	How would you rate the effectiveness of the communication strategies implemented by Ethio-Telecom Wolayita District in promoting their place strategy?					
2	To what extent do you agree or disagree that the communication strategies employed by Ethio-Telecom Wolayita District align with their overall place strategy?					
3	How satisfied are you with the communication efforts made by Ethio-Telecom Wolayita District in promoting their place strategy?					
4	How well do you believe the communication strategies implemented by Ethio-Telecom Wolayita District contribute to the overall marketing performance of the organization?					
5	To what extent do you agree or disagree that the communication strategies employed by Ethio-Telecom Wolayita District effectively convey the benefits and features of their products/services?					
6	How aligned do you perceive the communication strategies of Ethio-Telecom Wolayita District with the target market's preferences and needs?					

7	How satisfied are you with the level of communication between different departments within Ethio-Telecom Wolayita District in relation to their place strategy?					
8	To what extent do you agree or disagree that the communication strategies employed by Ethio-Telecom Wolayita District effectively differentiate their products/services from competitors in the market?					

Table 4: People strategy:

S.N	Items	1	2	3	4	5
1	The organization effectively communicates its goals and objectives to employees.					
2	Employees are encouraged to share their ideas and opinions with management.					
3	The organization effectively utilizes its human resources to maximize productivity.					
4	The organization regularly evaluates and improves its people strategy to enhance effectiveness.					
5	The organization's people strategy is aligned with the company's mission and values.					
6	The organization promotes a culture of collaboration and teamwork.					
7	The organization recognizes and rewards employees for their contributions.					
8	The organization provides a supportive and inclusive work environment.					

Table 5: Process strategy:

S.N	Items	1	2	3	4	5
1	How would you rate the level of communication within the organization regarding the process strategy?					
2	To what extent do you believe the process strategy is effective in achieving the organization's marketing goals?					
3	How well do you think the process strategy aligns with the overall marketing objectives of the organization?					
4	How satisfied are you with the current process strategy implemented by the organization?					
5	How well do you think the communication within the organization supports the implementation of the process strategy?					
6	To what extent do you believe the process strategy is effective in driving customer satisfaction?					
7	How well do you think the process strategy aligns with the needs and expectations of the target market?					
8	How satisfied are you with the overall performance of the organization's process strategy?					

Table 6: Physical Evidence Strategy:

S.N	Items	1	2	3	4	5
1	The physical evidence used in our marketing strategies effectively communicates our brand message.					
2	The physical evidence used in our marketing strategies effectively conveys the benefits of our products/services.					
3	The physical evidence used in our marketing strategies is aligned with our overall marketing objectives.					
4	The physical evidence used in our marketing strategies enhances the overall effectiveness of our marketing efforts.					
5	The physical evidence used in our marketing strategies positively influences customer satisfaction.					
6	The physical evidence used in our marketing strategies is visually appealing and attractive to customers.					
7	The physical evidence used in our marketing strategies effectively differentiates us from our competitors.					
8	The physical evidence used in our marketing strategies creates a positive impression of our organization.					

Part 3: Questionnaires for marketing performances (Dependent Variables):

Table 7: Marketing performances

S.N	Items	1	2	3	4	5
1	How would you rate the overall communication within the organization?					
2	To what extent do you believe that the marketing strategies implemented by the organization are effective in achieving the desired marketing goals?					
3	How well do you think the marketing strategies align with the overall objectives and goals of the organization?					
4	How satisfied are you with the marketing strategies implemented by the organization?					
5	How would you rate the level of communication between different departments within the organization?					
6	To what extent do you believe that the marketing strategies effectively reach and engage the target audience?					
7	How well do you think the marketing strategies align with the needs and preferences of the target market?					
8	How satisfied are you with the overall marketing performance of					

	the organization?					

Thank You!!!

Appendix 1

```
. regress productstrategyx1 promotionstrategyx2 placestrategyx3 peoplestrategyx4 processstrategyx5 physicalevidencestrategyx6

      Source |       SS       df       MS              Number of obs =     211
-------------+------------------------------           F(  5,   205) =  307.46
       Model |  46.5422847     5  9.30845695           Prob > F      =  0.0000
    Residual |  6.20653044   205  .030275758           R-squared     =  0.8823
-------------+------------------------------           Adj R-squared =  0.8795
       Total |  52.7488152   210  .251184834           Root MSE      =    .174

------------------------------------------------------------------------------------------
         productstrategyx1 |      Coef.   Std. Err.      t    P>|t|     [95% Conf. Interval]
---------------------------+--------------------------------------------------------------
       promotionstrategyx2 |  -1.641753   .0873193   -18.80   0.000    -1.813912   -1.469594
           placestrategyx3 |   .1001053    .033816     2.96   0.003     .0334336    .1667771
          peoplestrategyx4 |   .5119865   .0349115    14.67   0.000     .4431549    .5808181
         processstrategyx5 |   1.411881    .065733    21.48   0.000     1.282282    1.541481
physicalevidencestrategyx6 |   1.311776    .076171    17.22   0.000     1.161597    1.461955
                     _cons |   -2.67588   .2886099    -9.27   0.000    -3.244904   -2.106855
------------------------------------------------------------------------------------------

.
. vif, uncentered

    Variable |       VIF       1/VIF
-------------+----------------------
promotions~2 |    961.27    0.001040
physicalev~6 |    778.05    0.001285
   intercept |    580.51    0.001723
processstr~5 |    562.73    0.001777
placestrat~3 |    141.98    0.007043
peoplestra~4 |    122.54    0.008160
-------------+----------------------
    Mean VIF |    524.51
```

Appendix 2

```
. cor marketingperformancesy productstrategyx1 promotionstrategyx2 placestrategyx3 peoplestrategyx4 processstrategyx5 physical
> evidencestrategyx6
(obs=211)

             | market~y produc~1 promot~2 places~3 people~4 proces~5 physic~6
-------------+---------------------------------------------------------------
marketingp~y |   1.0000
productstr~1 |   0.7635   1.0000
promotions~2 |   0.8145   0.5359   1.0000
placestrat~3 |   0.7735   0.5783   0.7783   1.0000
peoplestra~4 |   0.3837   0.2228   0.4537   0.1518   1.0000
processstr~5 |   0.8031   0.6711   0.8557   0.6959   0.3606   1.0000
physicalev~6 |   0.9091   0.6064   0.8150   0.8009   0.3911   0.8299   1.0000
```

Appendix 3

```
. summarize productstrategyx1 promotionstrategyx2 placestrategyx3 peoplestrategyx4 processstrategyx5 physicalevidencestrategyx
> 6
```

Variable	Obs	Mean	Std. Dev.	Min	Max
productstr~1	211	4.175355	.9322575	2	7
promotions~2	211	3.971564	.6963489	2	5
placestrat~3	211	3.895735	.8555315	2	5
peoplestra~4	211	3.507109	.7391737	1	5
processstr~5	211	3.995261	.8309354	2	5
physicalev~6	211	4.009479	.8562961	1	5

Appendix 4

```
. regress marketingperformancesy z_productstrategyx1 z_promotionstrategyx2 z_placestrategyx3 z_peoplestrategyx4 z_processstrat
> egyx5 z_physicalevidencestrategyx6
```

Source	SS	df	MS
Model	141.328277	6	23.5547128
Residual	12.6717233	204	.06211629
Total	154	210	.733333333

Number of obs = 211
F(6, 204) = 379.20
Prob > F = 0.0000
R-squared = 0.9177
Adj R-squared = 0.9153
Root MSE = .24923

marketingperformancesy	Coef.	Std. Err.	t	P>|t|	[95% Conf.	Interval]
z_productstrategyx1	.3313566	.0246095	13.46	0.000	.2828349	.3798782
z_promotionstrategyx2	.2847791	.0439553	6.48	0.000	.1981142	.371444
z_placestrategyx3	-.0665261	.036127	-1.84	0.067	-.1377563	.0047041
z_peoplestrategyx4	-.0154959	.021794	-0.71	0.478	-.0584662	.0274745
z_processstrategyx5	-.2007908	.0422801	-4.75	0.000	-.2841527	-.1174289
z_physicalevidencestrategyx6	.5715079	.0391357	14.60	0.000	.4943456	.6486703
_cons	4	.0171578	233.13	0.000	3.966171	4.033829