

**RELATIONSHIP BETWEEN MARKETING MIX STRATEGIES
AND CUSTOMER SATISFACTION IN
LEARNING INSTITUTIONS IN TANZANIA: A CASE STUDY OF
ST. JOSEPH COLLEGE OF
ENGINEERING DAR ES SALAAM**

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**A Dissertation Submitted in Partial Fulfilment of the Requirements for
the Degree of Master of Arts in Business Administration of the
University of Dodoma**

The University of Dodoma

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CERTIFICATION

The undersigned certified that I have read and hereby recommended to the senate for acceptance, a dissertation entitled. “*Relationship between marketing mix strategies and customer satisfaction in learning institutions in Tanzania*” A case study of *St. Joseph College of Engineering Dar es Salaam* in a partial fulfillment of the requirement for the degree of Masters in Business Administration (MBA) of the University of Dodoma.

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DEDICATION

This work is dedicated to my beloved wife Ms Sharifa Kagoda, and my children Junior, Razack and Mkunde for their direct and indirect support for fulfillment of this report.

ABSTRACT

Higher learning institutions in Tanzania has been using marketing mix strategies to reach their objectives and satisfying their customers.

The objective of the study was to analyze the relationship between marketing mix strategies and customer satisfaction in learning Institution in Tanzania. The study adopted qualitative research under the case study design to suit the nature of this study.

Case study approach was considered to be appropriate for this study because issues related to customer satisfaction are complex, context dependent, involving social processes.

This sample size of 85 people which 05 were top management officers, 57 students, 10 lecturers 10 other employee and 03 board members. Data collection methods evolved focus group discussion, interviews, questionnaire, and documentary review.

The finding reviewed that the firm in the study emphasized on the concept of product as advocated in the marketing mix to develop their products for their customers. As for price the results of the study shows that, the mean source of price.

The objectives of the study was to analyze types of marketing mix strategies to satisfy customers, to determine the relationship between marketing mix strategies used by St. Joseph College of Engineering and customer satisfaction and the challenges of marketing mix strategies facing St. Joseph College of Engineering.

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CHAPTER ONE:

INTRODUCTION

1.0 Introduction

This chapter brings about general contours of this study about relationship between marketing mix strategies, and customer satisfaction based on learning institutions. It begins with the description of the background of the problem, followed by the statement of the problem, after which it presents the research objectives and research questions. The chapter winds up with the significance of the study.

1.1 Background of the Study

Marketing is all about customers, finding them, satisfying them and keeping them (Prushan, 1997), without customers, there is no need to operate. Until prospects become customers in sufficient quantity to exceed business expenses, an adequate marketing job has not been conducted. It is important to remember that all products and services are intended to satisfy the needs or wants of customers. Efforts to define the market are always in terms of customers (Prushan, 1997). All inside efforts, even those that seem unrelated to marketing, should be focused on satisfying customers and meeting or exceeding their need. Strategies in marketing are of paramount importance in achieving this. Levinson (1998) says, "Marketing is absolutely every bit of contact any part of a business has with any segment of the public." He feels that marketing is a circle that begins with ideas for generating revenue and continues with the goal of amusing a large number of repeat and referral customers. Levinson believes that, if marketing is not a circle, it is instead a straight line that leads directly into the bankruptcy courts.

Marketing mix strategies, originated from the single P (price) of [microeconomic theory](#) (McCarthy, 1964). The “marketing mix”, is often referred to as the “4Ps”, as means of translating marketing planning into practice. The marketing mix has served as a foundation to such planning since 1964. McKinley, Florence, and Design, (1996) view the “marketing mix” as a series of separate initiatives, each tallying to a conceptual whole as the sale of products or services being offered.

Marketing mix is not a scientific theory, but a conceptual framework that identifies what the principal decision making managers make in configuring their offerings to suit consumer’s needs. It is a tool that can be used to develop both long-term and short-term marketing strategies. “The idea of the marketing mix is the same idea as when mixing a cake”. A baker will alter the proportions of ingredients in a cake depending on the type of cake he wishes to bake. The proportions in the marketing mix can be altered in the same way and differ from product to product (Hodder, 1986). The marketing mix management paradigm has dominated marketing thought, research and practice (Grönroos, 1994).

Marketing mix has been extremely influential in the development of both [marketing theory](#) and practice (Möller, 2006). Marketing mix is a powerful concept because it makes marketing easier to handle, allows the separation of marketing from other activities of the firm and the delegation of marketing tasks to specialists. The components of the marketing mix can change a firm’s competitive position (Grönroos, 1994). The marketing mix concept has two important benefits: Firstly, it is an important

tool used to enable one to see that, the marketing manager's job is in a large part, a matter of trading off the benefits of one's competitive strengths in the marketing mix against the benefits of others. Secondly, it helps to reveal another dimension of the marketing manager's or manageress's job.

All decision makers have to allocate available resources among various demands, and the marketing manager will in turn allocates these available resources among the various competitive devices of the marketing mix. In doing so, it will help to instill the marketing philosophy in the organization (Low and Tan, 1995). Möller (2006) highlighted the shortcomings of the 4Ps, marketing mix strategies that have frequently become the target of intense criticism. A number of critics even go as far as rejecting the 4Ps altogether, proposing three more marketing mix strategies (Kotler, 2006) which are People, Physical Evidence and Process.

Marketing mix strategies on learning institutions should be considered as proposed, that, without customer's students, there is no need to operate. Until prospects become customer in sufficient quality to exceed business expenses, an adequate marketing job has not been conducted (Von Stackelberg, 1930). It is important to remember that all products and services are intended to satisfy the needs, desire and wants of the customers. As in marketing mix strategies, promotional messages are intended to attract and influence customers. Prices are to be paid by customers. According to Kotler and Armstrong, (2006), marketing mix is now referring to 7P's of marketing mix strategies formally known as 4P's, this is the biggest challenge in marketing environment today, on how to use the extended marketing mix strategies in driving customer satisfaction.

1.2 Statement of the Problem

Rapid, worldwide change has dramatically altered global educational needs, challenging societies to transform the structures and processes of education. In developing countries such as Tanzania, educational change means providing a quality of education that better addresses the needs of ever-expanding technologies in information systems, communications, medicine and engineering. Tanzania has twenty-eight higher learning institutions for the moment, which are spread over nine regions. Out of the twenty-eight, fourteen are in the Dar Es Salaam City. In terms of ownership, the higher education sector, after trade liberalization is composed of both private and public owned institutions. The distribution for the moment is nineteen by nine for public and private respectively. The St. Joseph College of Engineering is a privately owned learning Institution aim at contributing to education provision especially in engineering sector and the college aim to bridge the gape existing between the national requirement and the existing ones. This study was put in place to find out the use of marketing mix strategies based on seven Ps in relation to St. Joseph College of Engineering customer satisfaction.

Despite the efforts made by the government of Tanzania to allow private sectors to invest in education sector still there is a problem to produce knowledgeable, capable graduates, upon which the development of a technologically competent labour force depends. Unfortunately, issues of student performance, quality of teaching, and students' lack of readiness for jobs in science and technology are widespread in Tanzania. It is the aim of this study to look at the issues of customer satisfaction as a key thing to address the existing problem. The study will look at various marketing mix strategies as today's market is characterized by highly competitive environment in which all depend on

satisfying customers (Kotler, 2006). Customer satisfaction is the most important parameter for sustainability of the firm (Lysonksi and Muhta, 1999). Tanzanian scholars looked at the relationship between the quality of services and customer satisfaction and found that, there is a strong relationship between the quality of services and customer satisfaction. Caruana, (2002), on her investigation on relationship between the four marketing mix strategies (product or service, price, place and promotion) and customer satisfaction, found that, there is a strong correlation, and that, marketing mix strategies do influence customer satisfaction more than service quality.

Most of the researches have documented correlation between the marketing mix strategies and customer satisfaction based on four Ps of marketing mix strategies. However, few studies have been conducted in Tanzania to show the relationship between marketing mix strategies (4P's) and customer satisfaction with particular focus on learning institutions. This is what makes the researcher to concentrate on looking into the relationship between marketing mix strategies and customer satisfaction based on seven Ps of marketing mix strategies, into which customer satisfaction is the key to the profitability of the firm that implies the retention of customer for long term, which is cheaper than attracting new customers.

1.3 Objectives of the Study

1.3.1 General objective

This study intends to assess the relationship between marketing mix strategies and customer satisfaction in learning institution in Tanzania using St. Joseph College of Engineering Dar es Salaam as a case study.

1.3.2 Specific objectives

In order to meet the above general objective, the study concentrated on the following specific Objectives:

- i. To determine the types of marketing mix strategies used by St. Joseph College of Engineering in satisfying its customers.
- ii. To determine the relationship between marketing mix strategies used by St. Joseph College of Engineering and customer satisfaction.
- iii. To determine the challenges of marketing mix strategies facing St. Joseph College of Engineering.

1.4 Research Questions

In order to accomplish the above objectives, the researcher tried to ask and seek answers to the following questions:

Question I: What are the types of marketing mix strategies used by St. Joseph College of Engineering in satisfying customers?

Question II: What is the relationship between marketing mix strategies and customer satisfaction?

Question III: What are the challenges facing St. Joseph College of Engineering as learning institution in managing marketing mix strategies?

1.5 Significance of the Research

The study focused both, empirical significance as well as managerial implications. On the side of empirical significance, this study filled the knowledge gap concerning the extended marketing mix strategies, on the level of customer satisfaction. The study tried to contribute greatly to the body of knowledge as it can be used as a base for further studies.

Coming to the managerial implications, the findings answered questions posed by managers and manageresses concerning marketing mix strategies towards the level of customer satisfaction, which helped to solve the challenges of marketing mix strategies, the problem of revenue, as well as the problem of customer satisfaction. The findings of this study also assisted in identifying existing challenges of marketing mix and provide some inputs to the decisions towards satisfying customers. These can support managers in formulating sound strategies for satisfying customers which will enhance revenues of their firms.

Since the study has been conducted in this area, at least in Tanzania, findings of the study will contribute greatly to the existing body knowledge, into which the whole process of conduction research in area of marketing mix in relation to customer satisfaction has been a corner stone in building capacity to the researcher.

1.6 Scope of the study

This study has conducted at Dar es salaam region in Kinondoni municipality and this is because is the one where the collage found. Kinondoni municipality has a total of 27 (twenty seven) but the study concentrated on one of them to where the collage is located. This research work was intended to make a critical study on the relationship between marketing mix impact of having a communicative customer service system in place. The scope of the research involved one Higher Learning Institutions (HLIs) in Tanzania. The major focus has been at the horizontal level of the service providers and the service users. For the purpose of clarity, the service providers mainly were the lecturers (facilitators) whereas the service users mainly were students. However, in the broad scope the service providers can be sub-divided in two categories, the service managers (the management team) and the service technicians (the lecturers). The relationship between service users and providers has been observed to be sensitive in the value co-creation system. The interview was conducted to top Management Officers, students, lecturers and Board members at St. Joseph College of Engineering which together made a total of 85 respondents.

1.7 Limitations of the study

Gary McCulloch (2004), defined the limitations of the study as are those characteristics of design or methodology that impacted or influenced the application or interpretation of the results of your study. They are the constrains on generalizability and utility of findings that are the result of the ways in which you choose to design the study and/or the method used to establish internal and external validity. The limitations, also known as the bounds, on the other hand are the cease of the scope of studies.

The generalizability of this study is limited to a degree by the fact that the study setting is only one collage among twenty-eight higher learning institutions for the moment, which are spread over nine regions. Therefore, the researcher could not, by any means, carry a study for all the twenty-eight institutions. He therefore made a careful selection of one institution to make the study more in-depth and critical. The sample size is represented with a relatively smaller number of participants than the total or actual number of respondents.

1.8 Organization of the chapters

This study report on relationship between marketing mix strategies and customer satisfaction will be organized into five chapters as follows:

Chapter one is introductory one which highlights on the background information, statement of the research problem, objectives of the study and its significance. Chapter two provides the discussion of the concept of the marketing mix and the element that constitute the mix. It discusses the theoretical framework the study and models customer satisfaction.

The chapter finally provides empirical and a conceptual framework of the relationship between marketing mix strategies and customer satisfaction on learning institutions. Chapter three describes the study methodology. This chapter provides the research design and discusses the different approaches and strategies to the research and shows the logical approach to the choices made in the data collection and analysis methods used.

Chapter four provides an in depth discussion of the research findings in respect to the results and the responses of customers and employees regarding the relationship between marketing mix strategies and customer satisfaction. Chapter five provides the summary, conclusion and recommendations of the study regarding the research objectives. It also provides an assessment of the value of the research done and outlines the possible future research areas.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The literature review of this study covers the areas of Marketing Mix Strategies and customer satisfaction. This chapter begins with the description of each of the key concepts including marketing, customer satisfaction and marketing mix, component of marketing mix, importance of promotion strategies, and measuring of customer satisfaction. Later, it presents the selected empirical studies related to marketing mix and customer satisfaction. The chapter winds up with conceptual framework of the study.

2.2 Theoretical literature

2.2.1 Definition of Key Terms

2.2.1.1 Marketing

According to Evans and Berman (1995), marketing itself is concerned with what goods and services to produce, how to distribute them, the promotional efforts (including advertising) that go into supporting those products and services, and the pricing strategy that is used. The marketing concept, which has evolved since the Industrial Revolution, has three components: it requires that an organization be consumer-oriented, have a coordinated marketing program, and be goal-oriented. Where a sales approach to business concentrates on selling product and assessing the revenue from that product (a narrow view), the marketing concept takes a broad view and considers consumer demands and tastes as well as long-term strategy.

Modern marketing is a dynamic field of business activity that is becoming more complex. That is the reason why marketing today guides the business and satisfies the needs and wants of customers at the place and time they desire. The business would be more one in the business. The reason is simple to satisfy their theoretical needs alone. What a business should produce and whether a business would prosper is today not the decision of business men but that of customers.

2.2.1.2 Customer Satisfaction

Kotler (2000) defines satisfaction as a person's feelings of pleasure or disappointment resulting from comparing products perceived performance (or outcome) in relation to his or her expectations. Additionally, (Yin, 1990), also stated that, customer satisfaction is a collective outcome of perception, evaluation and psychological reactions to the consumption experience with a product/service. Customer satisfaction is a post-purchase evaluation of a service offering (Bolton and Drew, 1999; Oh, 2000). Anton (1996) gave a more current approach as he defined customer satisfaction as a state of mind in which the customer's needs, wants, and expectations throughout the product or service life have been met or exceeded, resulting in future repurchase and loyalty. The focus is on a consumer rather than a "customer" because the consumer uses a product or service, whereas a customer pays for the product/service but may not be the consumer (that is, the direct user).

2.2.1.3 Marketing Mix

The "marketing mix", is often referred to as the "4Ps", as means of translating marketing planning into practice. The marketing mix has served as a foundation to such planning

since 1964. McKinley, Florence, and Design, (1996) view the “marketing mix” as a series of separate initiatives, each tallying to a conceptual whole as the sale of products or services being offered.

The term "Marketing Mix" became popularized after Neil H. Borden published his 1964 article, *The Concept of the Marketing Mix*. Borden began using the term in his teaching in the late 1940's after James Culliton had described the marketing manager as a mixer of ingredients. The ingredients in Borden's marketing mix included product planning, pricing, branding, distribution channels, personal selling, advertising, promotions, packaging, display, servicing, physical handling, and fact finding and analysis. E. Jerome McCarthy later grouped these ingredients into the four categories which are Product, Price, Place (distribution) and Promotion. These variables are known as the **marketing mix** or the **4 P's of marketing**. They are the variables that marketing managers can control, subject to the internal and external constraints of the marketing environment so as to satisfy customers in the target market (Borden, 1964). In most cases, firms attempt to generate a positive response in the target market by blending these four marketing mix variables in an optimal manner as illustrated in.

Figure 1.

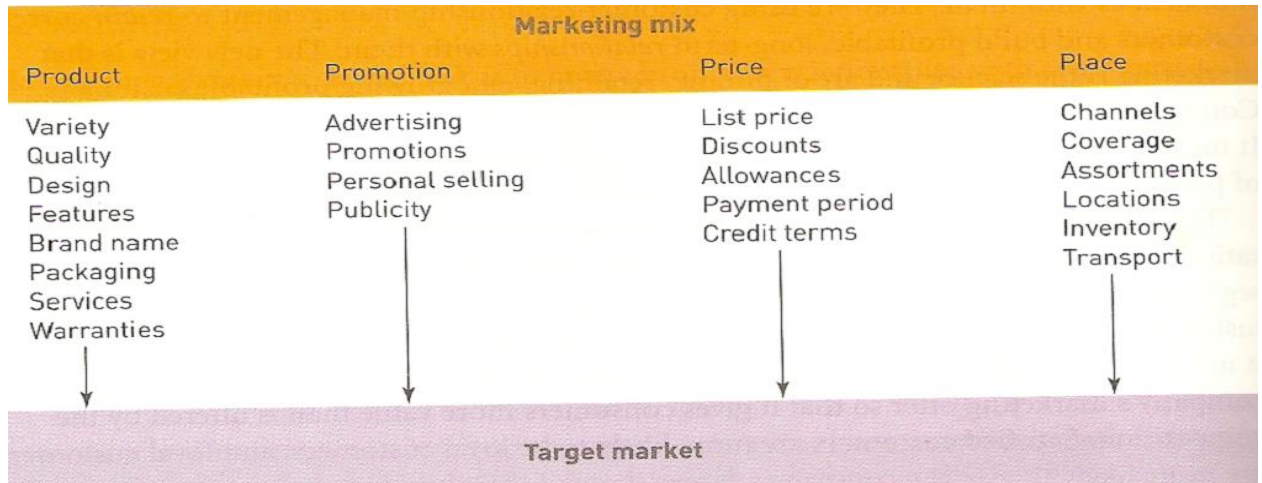


Figure 1: Marketing Mix Strategies based on 4 P's

Source: (Kotler, *et al*, 2005)

2.2.1.4 Strategy

According to Oxford advanced learner's dictionary a **strategy** is a plan that is intended to achieve a particular purpose. Strategy is all about gaining (or being prepared to gain) a position of advantage over adversaries or best exploiting emerging possibilities. As there is always an element of uncertainty about future, strategy is more about a set of options ("strategic choices") than a fixed plan. It derives from the Greek "στρατηγία" (strategia), "office of general, command, and generalship"-(From Wikipedia, the free encyclopedia). Strategy is the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations".

2.2.1.5 Institution

According to Oxford advanced learner's dictionary an **institution** is a large important organization that has a particular purpose. Institutions are identified with a social purpose and permanence, transcending individual human lives and intention by enforcing rules that govern cooperative human behavior. The term "institution" is commonly applied to customs and behavior patterns important to a society, as well as to particular formal organizations of government and public services. As structures and mechanisms of social order among humans, institutions are one of the principal objects of study in the social sciences, such as political science, anthropology, economics, and sociology (the latter being described by Durkheim as the "science of institutions, their genesis and their functioning"). Institutions are also a central concern for law, the formal mechanism for political rule-making and enforcement. (Wikipedia, the free encyclopedia).

2.2.1.6 Learning Institution

Yin, (1990) defines Learning institution as different things to different people. It's possible that your bosses don't truly understand what it means to be a learning organization. The key to being a learning organization is tapping into the collective knowledge shared by the personnel. As in Dixon's book, some organizations do this much better than others. I've also asked myself this same question about my own institution and I'd have to say that our status as being a learning institution is situational. It really depends on the situation, the specific department, or the specific problem we are

trying to solve. In my organization, I think we do this best at the department level (I'm only speaking for my department) and my division within the organization.

2.2.1.7 Customer

Anton (1996) a customer (also known as a client, buyer, or purchaser) is the recipient of a good, service, product, or idea, obtained from a seller, vendor, or supplier for a monetary or other valuable consideration. Customers are generally categorized into two types: An intermediate customer or trade customer (more informally: "the trade") who is a dealer that purchases goods for re-sale. An ultimate customer who does not in turn re-sell the things bought but either passes them to the consumer or actually is the consumer. A customer may or may not also be a consumer, but the two notions are distinct, even though the terms are commonly confused. A customer purchases goods; a consumer uses them. An ultimate customer may be a consumer as well, but just as equally may have purchased items for someone else to consume. An intermediate customer is not a consumer at all. The situation is somewhat complicated in that ultimate customers of so-called industrial goods and services (who are entities such as government bodies, manufacturers, and educational and medical institutions) either themselves use up the goods and services that they buy, or incorporate them into other finished products, and so are technically consumers, too. However, they are rarely called that, but are rather called industrial customers or business-to-business customers

2.2.1.8 Relationship

According to Oxford advanced learner's dictionary 7th Edition a relationship is the way in which two people, groups or countries behave towards each other or deal with each

other. A relationship is a bond between two people. (or more if its family or a bunch of friends your referring to conversation) (<http://wiki.answers.com/Q/>).

2.2.1.9 Product

(Kotler *et al*, 2005) defined product as anything that is offered to a market for attention, acquisition, use or consumption and that might satisfy a want or need. Products include more than just tangible goods. Broadly defined, products include physical objects, services, persons, places, organizations, and ideas or mixed of these entities

2.2.2 Levels of product

Product planners need to think about the product on three levels. Each level adds more customer value. These levels are:

- **Core Product:** The problem solving services or core benefits that consumers are really purchasing when they obtain a product. At the second level, product planners must turn the core benefit into an actual product.
- **Actual product:** An actual product consists of the following: product's parts, quality level, features, design, brand name, packaging and other attributes combine to deliver core product benefits.

Finally, the product planner must build an **augmented product** around the core and actual products by offering additional consumer services and benefits.

2.2.3 Products classification

Products can be classified according to their durability and tangibility. Non-durable products are goods that are normally consumed quickly, and used on one or a few usage occasions, such as beer, soap and food products. Durable products are products used over an extended period of time and normally survive for many years. For example, refrigerators, cars and furniture (Kotler *et al*, 2005) Marketers have also divided products and services into two broad classes based on the types of customer that use them – consumer products and industrial products.

(a) Consumer Products: Consumer products are those bought by final consumer for personal consumption. Marketers usually classified these goods based on consumer shopping habits. Consumer products include: Among other convenience products, shopping products, specialty products and unsought products. These products differ in the way consumers buy them, so they differ in how they are marketed.

- **Convenience products:** a consumer product that the customer usually buys frequently, immediately, and with a minimum of comparison and buying effort.
- **Shopping product:** A consumer product that the customer, in the process of selection and purchase, characteristically compares with others on such basis as suitability, quality, price and style.
- **Specialty product:** A consumer product with unique characteristics or brand identification for which a significant group of buyers is willing to make a special purchase effort.
- **Unsought product:** A consumer product that the consumer either does not know about or knows about but does not normally think of buying (Kotler *et al*, 2005).

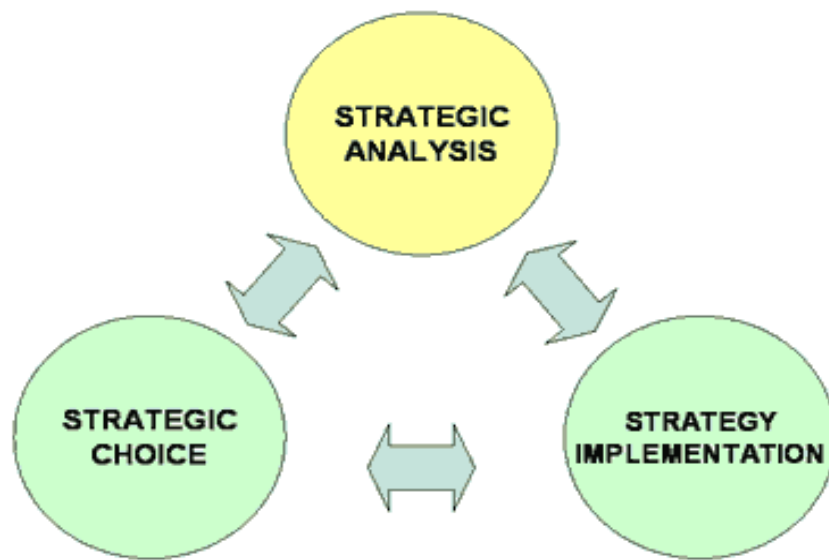
(b) Industrial products: The industrial goods are component parts of other goods, for example, electric motors or ball bearings. The industrial products are goods used for rendering services and facilitating accomplishment of the functions. Thus, industrial marketing is concerned with marketing of goods and services to business or institutional organization for use in the further production of goods and services.

2.2.4 Price of product

Price is the amount of money charged for a product or service, or the sum of the values that consumers exchange for the benefits of having or using the product or service. Price is the only element in the marketing mix that produces revenue; all other elements represent costs. Likewise price is one of the most flexible elements of the marketing mix. Unlike products features and channel commitments, price can be changed quickly. At the same time, pricing and price competition is the number one problem facing many markets. Yet, many companies do not handle pricing well. One frequent problem is that, companies are too quick to cut prices in order to gain a sale rather than convincing buyers that their products or services are worth a higher price (Kotler, *et al*, 2005).

2.2.5 How Strategy is Managed - Strategic Management

In its broadest sense, strategic management is about taking "strategic decisions" - decisions that answer the questions above. In practice, a thorough strategic management process has three main components, shown in the figure 1 below:



Strategic Analysis

2.2.6. Element of Marketing Mix strategy

Other common mistakes are: the pricing that is too cost-oriented rather than customer-value oriented; prices that are not revised often enough to reflect market changes; pricing that does not take the rest of the marketing mix into account; as well as prices that are not varied enough for different products, market segments and buying occasions.

2.2.7 Price Element of Marketing Mix Strategy

The price is the only one of the marketing-mix tools that a company applies to achieve its marketing objectives. The Price decisions must be coordinated with products design, distribution and promotion decision to form a consistent and effective marketing program. Decisions made for other marketing-mix variables may affect pricing decision. For example, producers using many customers that are expected to support and promote their products may have to build larger retailer margins into their prices. The decision to position the product on high-performance quality will mean that, the retailer must charge a higher price to cover higher costs.

Companies often make their pricing decisions first, and base other marketing mix decisions on the prices that they want to charge. Here, the price is a crucial product-positioning factor that defines the product's market, competition and design. The intended price determines both what product features can be offered and what production costs can be incurred. Many firms support a price-positioning strategy with a technique called target costing, a potent strategic weapon. The target costing reverses the usual process of first designing a new product, determining its cost and then asking "Can we sell it for that? Instead, it starts with a target cost and works back.

Other companies de-emphasize the price and use other marketing-mix tools to create non price positions. Often, the best strategy is not to charge the lowest price, but rather to differentiate the marketing offer to make it worth a higher price. Thus, the marketer must consider the total marketing mix when setting prices. If the product is positioned on non-price factors, then the decisions about quality, promotion and distribution will

strongly affect price. If the price is a crucial positioning factor, then the price will strongly affect decisions made about the other marketing mix element. Even so, marketers should remember that buyers rarely buy only for the price. Instead, they seek products and services offering them the best value in terms of benefits received for the price paid (Kotler *et al*, 2005).

2.2.8 Elements of product

2.2.8.1. Place

This is another element in the Marketing Mix comprises a set of institutions, which perform all of the activities used to move a product and its title from production to consumption (Bucklin, 1966). Place is also known as channel, distribution, or intermediary. It is the mechanism through which goods and/or services are moved from the service provider to the user or consumer (Borden, 1964). **Figure 2** shows place as a mechanism through which goods are moved from the producer, passes to the retailer and wholesaler to consumer through the uses of both push and pull strategies.

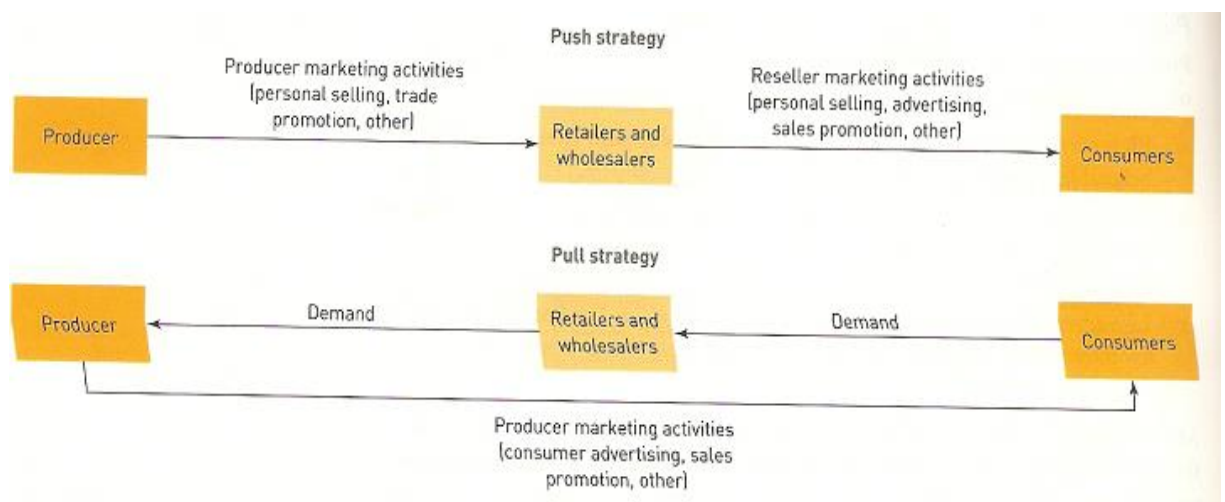


Figure 2: Place/Distribution Strategy

Source: (Kotler *et al*, 2005)

2.2.9 Distribution of Marketing Mix Strategy

Depending on the type of product being distributed, there are three common distribution strategies available:

- **Intensive distribution:** Used commonly to distribute low priced or impulse purchase products as chocolates or soft drinks.
- **Exclusive distribution:** Involves limiting distribution to a single outlet. The product is usually highly priced, and requires an intermediary to place much detail in its sell. Example given being is the sale of vehicles through exclusive dealer.
- **Selective Distribution:** A small number of retail outlets are chosen to distribute the product. Selective distribution is common with products such as computers, televisions, and household appliances, where consumers are willing to shop around and where manufacturers want a large geographical spread (Kotler, et al, 2005).

2.2.10 Promotion Mix (Marketing communication Mix) and its Tools

A promotion mix, (Marketing communication Mix) consists of the specific blend of advertising, personal selling, sales promotions, public relations and direct marketing tools, that the company uses to pursue its advertising and marketing objectives. Here are the ten main promotions tools:

(a) Advertising: This is promotion via a recognizable advertisement placed in a definable advertising medium, guaranteeing exposure to a target audience in return for a published rate for the space or time used. (Baker,1994). Advertising is thought by some to help buyers to learn and remember brands and their benefits by repeating the message

and building associations between brands, logos, images, and benefits- a form of classical conditioning. (Smith,1998). According to Powers (1989) advertising has some advantages and disadvantages. The advantages are that it can be quickly implemented, have a wide spread market coverage, have control of message content, and that it easily can be terminated. The disadvantages are that it can not target individual customers, that it is difficult to change message thrust quickly, and that it also is difficult to determine cost effectiveness.

(b) Personal selling: This is personal presentation by the firms' sales force for the purpose of making sales and building customer relationship. It's the most effective tool for building buyers' preferences, convictions, and actions; personal interaction that allows feedback and adjustments; relationship-oriented; in reality buyers are more attentive; sales force represents a long-term commitment; most expensive promotional tools.

(c) Sales promotion: These are short-term incentives to encourage the purchase or sale of a product or service. They may be targeted at the trade or ultimate consumer; makes use of a variety of formats: like to mention few premiums, coupons and contests, usually for attracts attention, offers strong purchase incentives, dramatizes offers, boosts sagging sales; stimulates quick response; short-lived; not effective at building long-term brand preferences.

(d) Public Relations: A simple definition of public relations is: "the development of and maintenance of good relationship with different publics" The publics are the ranges of different groups on which an organization is dependent. These include employees, investors, suppliers, customers, distributors, legislators/regulators/governments, pressure

groups, the community, the media, and even competition. Most of these groups have different (often conflicting) interests in any particular organization. The UK's institute of Public Relations (PR) uses the following public relations definition: 'the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics'. While marketing transitionally focuses on markets or just organization and its publics, i.e. customers, distributors, and competition, public relations is concerned with many more publics.

(e) Sponsorship: Is promotion via association of a product or service with an entity, event or activity (such as sports teams, music concerts or cultural programmed) in the expectation of secondary exposure via attribution to the sponsor during associated media coverage. All sectors of society can be targeted and reached through sponsorship. Just about anyone or anything can be sponsored. You can even sponsor the possibility of an event. The range of sponsorship opportunities is only limited by one's imagination. The obvious areas are sports, arts, education, community and broadcast.

(f) Exhibitions: Are unique in that they are the only medium that brings the whole market together-buyers, sellers and competitions-all under one roof for a few days. Products and services can be seen, demonstrated or tested, and face-to-face contact can be made with a large number of relevant decisions – makers in a short period of time. Relationships can be strengthened and opportunities seized if planned carefully (Smith, 1998). Exhibitions are a powerful marketing communication tool but they require detailed planning and co-ordination of resources. Much research and analysis has to be conducted, and many decisions have to be made.

(g) Packaging: Is promotion via display, guaranteeing exposure to customers at the point of sales, but not to a wider target audience (Baker, 1994). Since many sales assistants have been replaced by self-service systems, packaging today often has to act as a silent salesman, helping customers by bringing a particular brand to their attention, highlighting unique selling propositions/unique benefits, giving friendly tips on usage and, ultimately, helping them to break through the misery of choice created by increasingly vast range of seemingly similar brands (Smith, 1998).

The design of the pack can create competitive advantage by adding value, improving the product, developing stronger shelf presence, positioning the brand in a particular way, and create or strengthening the brands relationship with the buyer. Packaging can also be an effective advertising medium, particularly in terms of cost and penetration, and reach over or cover of a target audience. On the shelf and in the home it continues to work day in, day out, for 52 weeks of the year.

(h) Point-of-Sale and Merchandising: There was a time when below the line point-of-sale (POS) materials were considered relevant only to cosmetics, perfumery, confectionery or other impulse purchases. Today merchandising techniques apply to a broader spectrum of marketers, from customer to industrial. Although vast budgets can be spent above the line of advertising to gain the customers attention or change an attitude, fewer resources are sometimes allocated to the crucial moment in the buying process-the point in the buying cycle where the customer is physically in front of the product or service and is about to make decision whether to buy or pass by-the point of sale (Smith, 1998).

(i) Word of Mouth: People talk about organizations, their products, their services and their staff. Whether it is a complaint, admiration or an endorsement, products and services are often a source of conversation. Today it is not just the products themselves but their marketing communications, including advertising campaigns, editorial stories, publicity stunts and special offers, which are discussed (Smith, 1998).

(j) Corporate Identity: Is a symbolic uniform that acts as a flag expressing everything about the organization. It is a visual system, which uses all the point of public contact. This includes the ‘permanent media, or buildings (exterior and interior), signage, vehicles, uniforms, business forms (invoices, cheques, letterhead), literature (product brochures, annual reports) and exhibitions.

2.2.11 Extended Marketing mix

The 4 P's of marketing were the expanded by introducing additional three P's of Marketing Mix strategies which are People, Process and Physical evidence described in details under here:

2.2.11.1 People

The people element of marketing mix refers to the employees in the firm. Thus, people refer to all staff through which the service is delivered and customer relation built (Kotler and Fox, 1995). The importance of people ensure from the fact that the staff are the most crucial factors for successful service delivery. Lovelock & Wright (2004) suggested that direct involvement in service marketing means that customers evaluate the quality of employees' appearance and social skills as well as technical skills and

consequently this is reflected on the way of offer to be judged. In designing a marketing strategy an institution is recommended on developing its staff. The personal appearance, attitudes and behavior influence customers' perception of the service (Du Plesiss and Rousseau, 2004).

People are important parameters in the organization more than the machine which can be able to standardize service, as human intelligence and personality at this juncture is badly required.

For instance, the character of the sales force, behavior and attitude can contribute much as well as the product display would gravitate the customer to choose standardized machine. Behavior of the employee within the organization reflects the value and attitude of the company providing the product (Zaheer et al, 1998). As such when clients have little experience with organization, they base their trust in the company on how they feel about contact personnel. That is to say, customer who bought twice from the firm feels some positive commitment to it, and bonds with it as a stronger relationship, compared to the person who has purchased twice without being committed. A customer may be committed to feel for, and have a social bond to a specific person in the organization without feeling commitment, and trust for the organization as whole.

2.2.11.2 Process

Process is about of giving service, and behavior of those who deliver, which are crucial to customer's satisfaction. This includes issues such as waiting time, the information given to customers and the helpfulness of staff during the transaction period is vital to

keep customers satisfaction. Customers are not interested in the details of how the business runs, but the way the system works. Nevertheless, Processes refer to the way a firm does business and this relates to the whole administrative system to this element (Kotler, 2008). Procedures, mechanism and the flow of activities by which service are consumed are the essential elements of the marketing mix (Palmer, 2005).

2.2.11.3 Physical Evidence

Physical facilities or evidence refer to all of the physical, tangible items an institution makes available to customers ranging from brochures to the infra-structure. Physical evidence is very significant element of marketing mix, because is the intangible nature of the service offered. The environment in which the service is delivered, both tangible and intangible help to communicate, perform and relay the customer satisfaction to the potential customer (Ivy & Fattal, 2010). Kotler et al (2008) suggest that physical evidence would give the first impression about the firm and usually they see the building and facilities. Further, Gibss and Knapp (2002) add that the condition of the physical location contribute greatly on the image of the firm. **Figure 3** depicts the additional three P's of Marketing Mix strategies as follows.

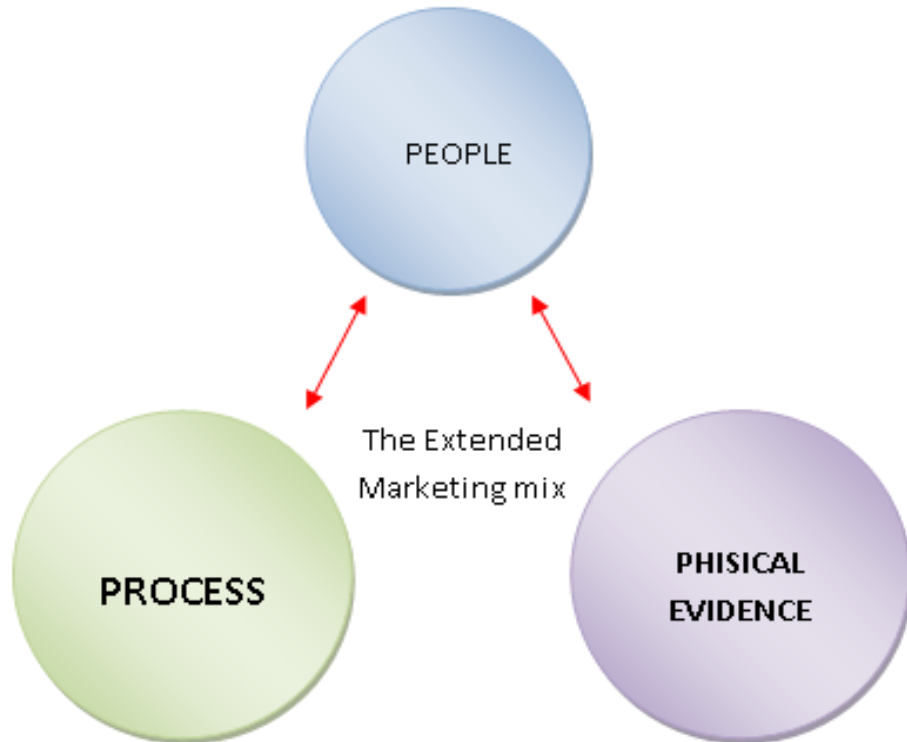


Figure 3: The Extended Marketing Mix

Source: www.learnmarketing.net

2.2.12 Elements/Determinants of customer satisfaction

Before an organization can even think about *delighting* customers, it needs to be able to consistently deliver what it takes in order to *satisfy* customers. There four-step framework (the fourth step is for when things fall apart), that can lead with reasonable predictability to satisfied customers. These four elements of customer satisfaction are important to have in your repertoire. (If you have already read *Exceptional Service, Exceptional Profit: The Secrets of Building a Five-Star Customer Service Organization* you likely recall this framework, laid out by Leonardo Inghilleri and myself, but it bears frequent repeating in most organizations.) Customers are satisfied whenever they consistently receive:

1. A perfect product
2. Delivered by a caring, friendly person
3. In a timely fashion
4. The support of an effective problem resolution process.

Nonetheless, simple customer satisfaction is one of the underpinnings of the exceptional relationship we call true customer loyalty. It is the place we are obliged to start.

2.2.13 Strategies for customer satisfaction

Many businesses have evolved over the last decade into a more web-based industry. The result of this transition is that consumers seeking to buy something now have more options than ever before. In turn, businesses are experiencing the challenge of increased competition and, in some cases, less business. Certainly with repeat business and referrals being the bread and butter for many businesses – and undoubtedly essential to anyone in business – being able to satisfy clients becomes ever more important. Naturally, the more satisfied a client is, the more loyal that person will feel for years to come. It doesn't take expensive gifts to make a client happy either. Here are seven ways to help you increase your customer satisfaction and create client loyalty.

1. **Respond quickly** – or at least within a reasonable time frame.

The majority of people these days expect a response back from their inquiry within a reasonable time frame. Whether it would be an email or phone call, a prospect or

client, it's important to set up an effective communication system and make time out of your busy schedule to respond. It's critical to be available to your customers' schedules and not the other way around. By doing so, you are proving that you care about them as a client and will take care of their needs. If you find yourself in a situation where you have not responded promptly, it still makes sense to respond with an apology for your tardiness.

2. **Ask how your clients would like to be responded to.** One way to increase customer satisfaction is to communicate with clients through their preferred method. For online consumers, email is the standard method. This allows them to maintain the anonymous status which is important to online consumers. Even when consumers provide a telephone number, they may be surprised when you contact them by phone. If you decide to place a call, take into consideration that it is a more personal and perhaps invasive action. Prepare notes or a list of questions beforehand to ensure you cover all your points and maximize the time. By contacting people in their preferred method, you will most likely have a better chance of reaching them with that reasonable time frame, communicating effectively and achieving your goals.
3. **Create a positive website experience.** Once visitors lands on your website or landing page, you have about 10 seconds to capture their attention. People will judge your site quickly and determine whether they'd like to give you the opportunity to earn their business and be their Realtor. With an attractive layout, some photos, your contact information clearly laid out on the home page, you're off to a good start. When you start providing additional information on your website about your market

area, like neighborhoods, schools, other points of interest, you begin to increase the value of your site. You will give people a reason to come back and they'll tell others about it, too. A blog is an easy and effective tool to communicate with readers. There you can post market information, daily updates, and any opinions that may help educate visitors.

4. **Personalize and customize.** Everything you do once you connect with an Internet consumer should come across customized for the client. The Internet allows people flexibility and anonymity but once they reach out for information, they expect high quality customer service. Templates are an important tool to saving you time, but never forget to tailor several components to suit your client. People are becoming wiser and more Internet-savvy, so they'll be able to see.
5. **Think from the customer's point of view.** Buying something is an important and often emotional decision in a person's life. Consumers will generally select someone whom they feel will take care of their needs best. Show that you are on their side, listen to their requirements and preferences and respond in a way that demonstrates or conveys that you consider them a close acquaintance or friend. Think from the customer's perspective. This simple rule applies to any marketing initiative. Seeing things from the customer's perspective will help keep their experience a positive one.
6. **Educate your clients.** Side by side with setting expectations, a common sense to working successfully in challenging markets is to educate clients and to better manage expectations of the customers. Having facts, documentation, news, blogs,

etc. to provide to your clients will help them understand where you are coming from and validate your points.

7. **Conduct surveys and track results.** Surveys can prove to be a valuable tool and source of information. You can set up surveys to go to clients in the beginning of a relationship after you first meet a client, in the middle of a longer term transaction period, and/or at the very end when the transaction is finalized. Find out what clients like or dislike about you and/or your offered services. Analyze their answers to find out what you can improve about your approaches and methodologies. Keep results so that down the road you can analyze metrics about how your business has evolved and have the ability to chart a course of action based on empirical knowledge, not just guess work. Statistics and data will help you make wiser decisions about your business.

2.2.14 Challenges to marketing strategies

Product/Customer Needs Rather than isolating an R&D department from sales and customer service, marketing management must ascertain customer needs by interacting with customers to find out what they really want and are willing to pay for, then taking what they've learned into their company's operations and finding ways to meet those needs. Marketing management also includes managing relationships all along the supply chain, which now resembles a supply net--internal resources, lower-tier supplies, outside partners and alliances with specialty companies that at one time may be competitors--to meet customer needs.

Price/Cost to the User Customer relationship management should produce a mutually beneficial association between customer and producer. Technology assists by linking the two more directly than ever before, overcoming geographic barriers and potentially lowering costs for suppliers, but also raising service and price expectations among customers. Not only must marketing management consider initial price but also convince consumers of the overall value, calculating the total cost to own over the product's lifecycle. In turn, management must decide which customers are most profitable to the business, and which ultimately drain revenue away by simply demanding too much and delivering too little to the relationship.

Place/Convenience Globalization affects this aspect of the marketing mix most directly; time and place no longer dictate marketplace boundaries. Companies can find customers and competitors anywhere. Customers can comparison shop anytime. Marketing management must stay abreast of technology updates that equip the supply web with stronger links, and enable greater, smoother, more transparent transactions. If one company can't maintain strong ties, customers simply connect with another company that can.

Promotion/Communication Technology impacts promotion beyond one-way mass advertising to one-on-one communication between customer and supplier. In a sense this last challenge to marketing management transforms the in-line Four Ps into a circular Four Cs. Companies can no longer blast messages and expect consumers to passively absorb the message and purchase the product. Consumers now demand the right to talk back, become part of the ongoing market cycle. Marketing management can take

advantage of technology by talking with customers rather than at them, and not only develop products their clients need but also foster loyalty among current customers and shape brand reputation among consumers at large.

2.2.15 Relationship between marketing mix strategies and customer satisfaction

Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of values with each other (Kotler, 2005). Based on the previous principle, a company's success is caused by the satisfaction of consumer's wants. Achieving the highest possible level of customer satisfaction is always a great challenge facing any company. When customers receive a higher level of satisfaction while buying a product, this means that they will repeat the buying operation for the same product (Reichheld, 1996), and will also recommend it to others (Oliver & Swan, 1989a). The relationship between marketing and customer satisfaction is highly expressed among researchers (Zineldin & Philipson, 2007). At the same time there is some evidence to support the contention that customer satisfaction translates into higher than normal market share growth. Grant (1998) reports that the American Customer Satisfaction Index studies find a positive correlation between customer satisfaction and stock market returns. Yelkur (2000) found that the critical elements in the services marketing mix influence and positively effects customer satisfaction. The feelings and perceptions have a pervasive influence on attracting new customers and retaining existing customers. If service organizations pay more attention to their employees as well as their customers, it would increase both employee motivation as well as customer satisfaction. Therefore the result of our study supported

the argument that there is a positive correlation between the marketing mix and tourist satisfaction

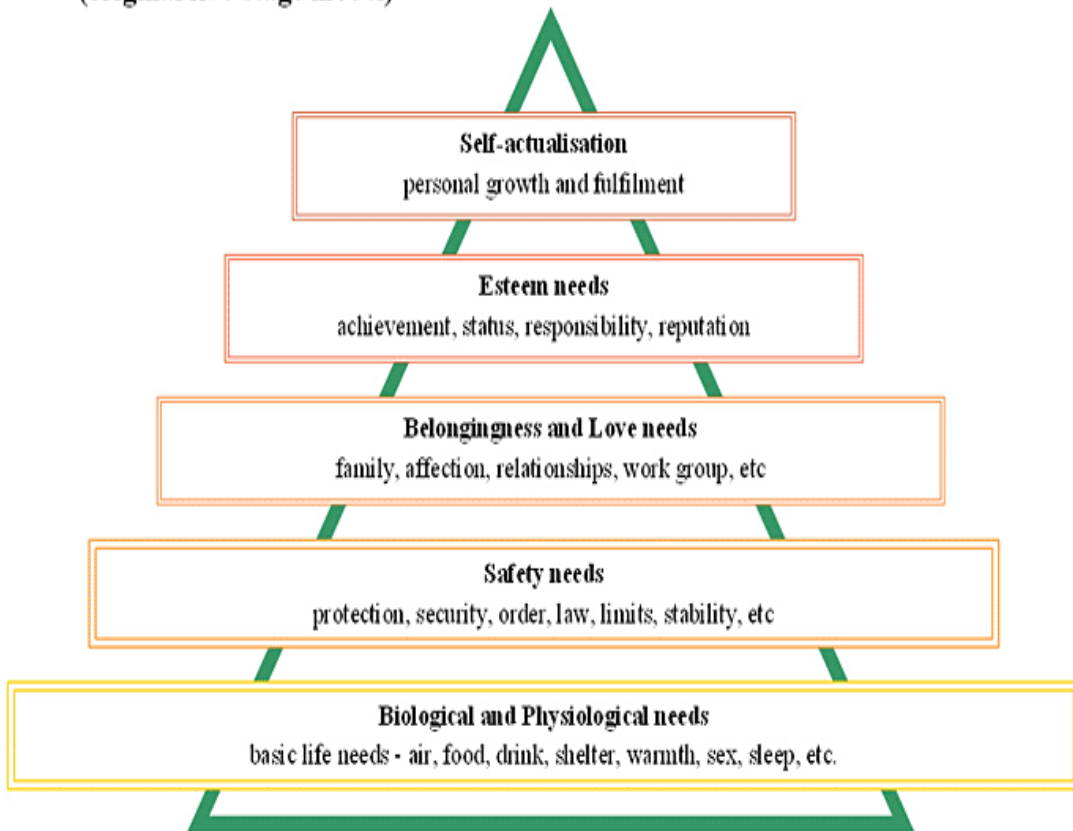
2.2.16 Models for satisfaction

Abraham Maslow's Hierarchy of Needs motivational model

Abraham Maslow developed the Hierarchy of Needs model in 1940-50s USA, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training, and personal development. Indeed, Maslow's ideas surrounding the Hierarchy of Needs concerning the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their own unique potential (self-actualization) are today more relevant than ever. Abraham Maslow's book *Motivation and Personality*, published in 1954 (second edition 1970) introduced the Hierarchy of Needs, and Maslow extended his ideas in other work, notably his later book *Toward A Psychology Of Being*, a significant and relevant commentary, which has been revised in recent times by Richard Lowry, who is in his own right a leading academic in the field of motivational psychology. The Maslow's Hierarchy of Needs five-stage model below (structure and terminology - not the precise pyramid diagram itself) is clearly and directly attributable to Maslow; later versions of the theory with added motivational stages are not so clearly attributable to Maslow. These extended models have instead been inferred by others from Maslow's work. Specifically Maslow refers to the needs Cognitive, Aesthetic and Transcendence (subsequently shown as distinct needs levels in some interpretations of his theory) as additional aspects of motivation, but not as distinct levels in the Hierarchy of Needs.

Where Maslow's Hierarchy of Needs is shown with more than five levels these models have been extended through interpretation of Maslow's work by other people. These augmented models and diagrams are shown as the adapted seven and eight-stage Hierarchy of Needs pyramid diagrams and models below. There have been very many interpretations of Maslow's Hierarchy of Needs in the form of pyramid diagrams. The diagrams on this page are my own interpretations and are not offered as Maslow's original work. Interestingly in Maslow's book Motivation and Personality, which first introduced the Hierarchy of Needs, there is not a pyramid to be seen.

**Maslow's Hierarchy of Needs
(original five-stage model)**



© alan chapman 2001-4, based on [Maslow's Hierarchy of Needs](#)

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Each of us is motivated by needs. Our most basic needs are inborn, having evolved over tens of thousands of years. Abraham Maslow's Hierarchy of Needs helps to explain how these needs motivate us all. Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development.

Conversely, if the things that satisfy our lower order needs are swept away, we are no longer concerned about the maintenance of our higher order needs. Maslow's original Hierarchy of Needs model was developed 1943-1954, and first widely published in *Motivation and Personality* in 1954. At this time the Hierarchy of Needs model comprised five needs. This original version remains for most people the definitive Hierarchy of Needs.

Frederick Herzberg's Two-factor theory (motivator-hygiene theory)

Frederick Herzberg's Two-factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work,

recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured.

2.2.17 Models of customer satisfaction

Models of customer satisfaction come from a vast literature of the marketing research discipline. This pool of research includes models that integrate the concept of customer satisfaction in a network of related concepts, such as value, quality, complaining behavior, and loyalty. These kinds of models may be labeled as “macro-models.” Macro-models have special importance for the policy-level implications of an organization’s research in customer satisfaction. Macro-models give the researcher the strategic context of the design and the results for a study of customer satisfaction. The research literature extensively covers the elements that make up the concept of customer satisfaction, such as disconfirmation of expectations (see Erevelles and Leavitt 1992), equity, attribution, affect, and regret.

Because these elements explain the composition of the customer satisfaction concept (or” construct”), theorist label these kinds of models as “micro-models.”

Micro-models enable an analyst to properly operationalize measurements of customer satisfaction.

2.2.17.1 Micro-models guiding to customer satisfaction

It is also believed that, Erevelles & Leavitt (1992) provide an excellent summary of micro-models which include: Expectations Disconfirmation Model, Multiple Process Model, Norms Model, Multiple Process Model, Attribution Model, Affective Models and Equity Model.

2.2.17.2 The Expectations Disconfirmation Model: This has been the dominant model in satisfaction research. The model has consumers using pre-consumption expectations in a comparison with post-consumption experiences of a product/service in order to form an attitude of satisfaction or dissatisfaction toward the product/service. In this model, expectations originate from beliefs about the level of performance that a product/service will provide. This is the predictive meaning of the expectations concept.

2.2.17.3 The Perceived Performance Model: This deviates from the model above in that expectations play a less significant role in satisfaction formation. The model performs especially well in situations where a product/service performs so positively that the consumer’s expectations get discounted in her/his post-consumption reaction to the product/service.

2.2.17.4 Norms Model: This resembles the Expectations Disconfirmation Model in that; the consumer compares perceived performance with some standard for performance. In this case, however, the standard is not a predictive expectation, rather than considering what will happen in the consumption experience, the consumer uses what should happen as the comparison standard. This is the normative meaning of “should” rather than its occasional chronological connotation in the English language.

2.2.17.5 Multiple Process Model: This characterizes the satisfaction formation process as multidimensional. That is, consumers use more than one standard of comparison in forming a disconfirmation judgment about an experience with a product/service.

2.2.17.6 Attribution Models: These integrate the concept of perceived causality for a product/service performance into the satisfaction process. Consumers use three factors to determine attribution’s effect in satisfaction. These are locus of causality, stability, and controllability. The locus of causality can be external (that is to say, the service provider gets the credit or blame) or internal (that is, the consumer is responsible for the product/service performance). Stable causes, would tend to have more impact in satisfaction because consumers tend to be more forgiving of product/service failures that appear to be rare events. Finally, controllability affects attribution which causes a poor outcome in consumption experience this mean that, the consumer will be unsatisfied with the product/service provider if the consumer believes that the provider had the capacity, that is, control, to perform in a better fashion. In exploring, affective Models differ from previous models in so doing, it goes beyond rational processes. In these

models, emotion, liking, and mood influence dissatisfaction feelings following the consumption experience.

2.2.17.7 Equity Models: These emphasize the consumer's attitude about fair treatment in the consumption process. Fair treatment can use the concept of the equity ratio (explaining, the amount of her/his return for her/his effort made) or the concept of social comparison (that is, the perceived, relative level of product/service performance that other consumers experience). Oliver (1997) breaks equity down further into three categories, procedural fairness; interaction fairness; and distributional fairness. The above listing is extensive but not all-inclusive.

2.2.17.8 Measuring customer Satisfaction

Measurement issues of customer satisfaction are numerous (Cooper *et.al.*, 1989), here researcher discusses macro and micro models. Basing on the remarkable definition of customer satisfaction, Firstly, satisfaction with a product/service is a construct that requires experience and use of a product or service (Oliver, 1997). Individuals who pay for a product/service but who do not use this product/service should not be expected to have the type of satisfaction that a product/service the consumer will have. Therefore, we need to realize that the concept of customer satisfaction is about user satisfaction, rather than about buyer satisfaction (which may include non-users). Second, satisfaction is a feeling. It is a short-term attitude that can readily change given a constellation of circumstances. It resides in the user's mind and is different from observable behaviors such as product choice, complaining, and repurchase. Third, satisfaction commonly has thresholds at both a lower level (insufficiency or under fulfillment) and an upper level

(excess or over-fulfillment). This means that a consumer’s satisfaction may drop if s/he “gets too much of a good thing.” Many people focus upon the lower threshold and neglect the potential for an upper threshold.

Oliver highlights the concept of value as a driving force in product, choice and satisfaction’s relationship to it as a brief psychological reaction to a component of a value chain. Oliver (1999) provides another version of this model, which appears overleaf in an abbreviated form as shown in **Figure 4**. An important point about customer value models is the use of gross benefit-cost judgments by consumers.

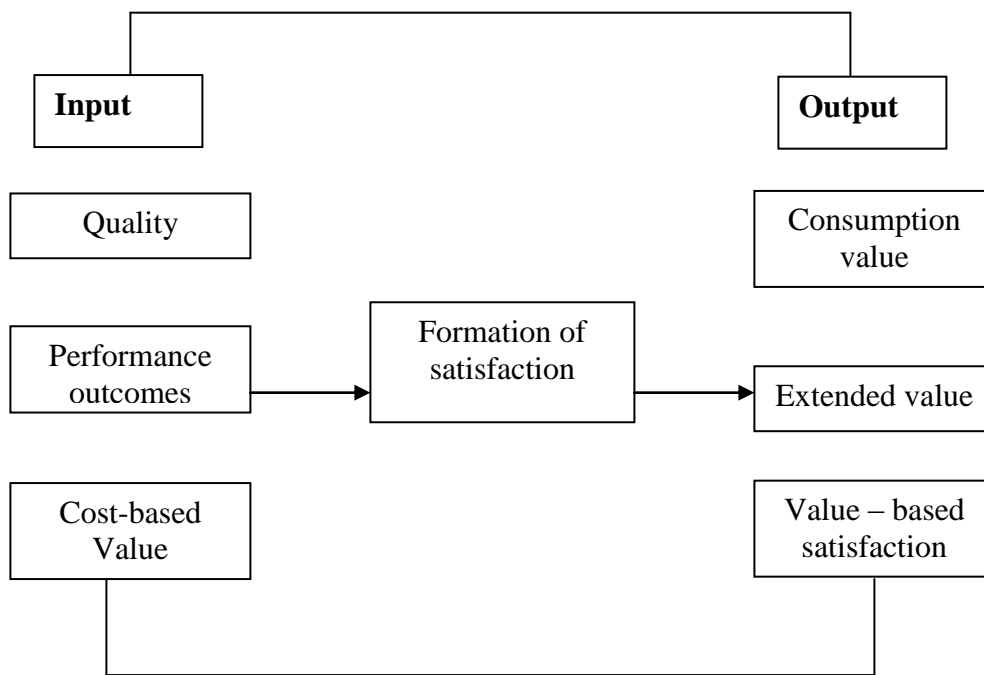


Figure 4: Model of link between satisfaction and value

Source: (Oliver, 1999)

However, Bitner & Hubbert (1994) explained other crucial macro-model which provides the linkage of overall service satisfaction, encounter satisfaction, and conceptualization

of perceived quality as a separate construct, distinct from satisfaction. Furthermore, they highlights the construct of a “global” level of satisfaction (the overall service satisfaction) in contrast to the construct of a component level of satisfaction (the encounter service satisfaction). Logically customer satisfaction is measured by the model through the use of micro and macro models (cooper, et al 1989), as customer satisfaction is all about consumer satisfaction rather buyer satisfaction.

2.3 Empirical Review

2.3.1 Studies conducted on customer satisfaction in Developed countries:

America

Since the 1970s, call centers have traditionally been defined as physical places where calls were received in high volume. This was initially for the purpose of answering customer queries of service industry. There is not much change in recent decade except that many industries are conducting standard services through Call Centers such as banking, insurance, traveling, telecommunication services, airliner, and etc. Also it is broadly used in plenty of business activities such as telesales, telemarketing, and technical support. In these contexts, the call centers entitle organizations to interact with their customers through a telephone from any location in the world with no reference to physical boundaries. Call centers allow organizations to keep their customers in track for business purpose. Apart from traditional functions, call center can make outgoing calls to customers (Shanti N.Tiwari, 2009).

The call center can be a focal point for most specific business activities of an organization such as answer incoming calls; log calls as well as solicits customers for new sales, donations, conduct customers' survey etc. According to Shanti (2009), call center can be any of the following: Reservation centers for airlines and hotels Recent globalization has made call center a rapid rate growth industry the in developing world when worldwide organizations outsourced their call centers to lower-cost regions. This growth reflects aspiration of companies to improve access to their business in more efficient time period manner to attain satisfied customers (Bird, 1998)

The development of technologies has forced the companies to restructure the ways they managed relationships with customers. Many industries, such as banking, have been innovatively applying state-of-the-art technology in their customer relationship management through telephone and internet banking. Call centers provide organizations valuable information about the performance of their services (Staples et. al, 2001)

Service has been entering every part of life from the most essential demands (such a seating, sleeping) to other entertainment needs (such as sport, traveling, cooking, and telecommunication). In other words, we readily define bank, hotel, restaurants, and beauty salon as being service-based business. Similarly said by Hung N. Bui (2004)

Service is an activity that impacts all parts of our life. Since we were born, our lives have relied on services (such as hospital service, education service, retail service etc.). In addition to that, nowadays a wide range of products heavily rely on its services to acquire competitive advantages. For instance, a TV buyer is now buying not only

tangible components of a TV set but also other service benefits like free delivery and installation, 24 hour technical support etc. Another definition of service is that a service is any activity or benefit that one party offers to another which is essentially intangible and does not result in the ownership of anything. Its product may or may not be tied to a physical product (Kotler, Armstrong

England

Customer satisfaction has been a popular topic in marketing practice and academic research since Cardozo's (1965) initial study of customer effort, expectations and satisfaction. Despite many attempts to measure and explain customer satisfaction, there still does not appear to be a consensus regarding its definition (Giese and Cote, 2000). Customer satisfaction is typically defined as a post consumption evaluative judgment concerning a specific product or service (Gundersen, Heide and Olsson, 1996). It is the result of an evaluative process that contrasts pre purchase expectations with perceptions of performance during and after the consumption experience (Oliver, 1980). The most widely accepted conceptualization of the customer satisfaction concept is the expectancy disconfirmation theory (Barsky, 1992; Oh and Parks, 1997; Mc Quitty, Finn and Wiley, 2000). The theory was developed by Oliver (1980), who proposed that satisfaction level is a result of the difference between expected and perceived performance. Satisfaction (positive disconfirmation) occurs when product or service is better than expected. On the other hand, a performance worse than expected results with dissatisfaction (negative disconfirmation). Studies show that customer satisfaction may have direct and indirect impact on business results. Anderson et al. (1994), Yeung et al. (2002), and Luo and Homburg (2007) concluded that customer satisfaction positively affects business

profitability. The majority of studies have investigated the relationship with customer behaviour patterns (Söderlund, 1998; Kandampully and Suhartanto, 2000; Dimitriades, 2006; Olorunniwo et al., 2006; Chi and Qu, 2008; Faullant et al., 2008). According to these findings, customer satisfaction increases customer loyalty, influences repurchase intentions and leads to positive word-of-mouth. Given the vital role of customer satisfaction, it is not surprising that a variety of research has been devoted to investigating the determinants of satisfaction (Churchill and Surprenant, 1982; Oliver, 1980; Barsky, 1995; Zeithaml and Bitner, 2003). Satisfaction can be determined by subjective (e. g. customer needs, emotions) and objective factors (e. g. product and service features).

German

Applying to the hospitality industry, there have been numerous studies that examine attributes that travellers may find important regarding customer satisfaction.

Atkinson (1988) found out that cleanliness, security, value for money and courtesy of staff determine customer satisfaction. Knutson (1988) revealed that room cleanliness and comfort, convenience of location, prompt service, safety and security, and friendliness of employees are important. Barsky and Labagh (1992) stated that employee attitude, location and rooms are likely to influence travellers' satisfaction. A study conducted by Akan (1995) showed that the main determinants of hotel guest satisfaction are the behaviour of employees, cleanliness and timeliness. Choi and Chu (2001) concluded that staff quality, room qualities and value are the top three hotel factors that determine travellers' satisfaction. Providing services those customers prefer is a starting point for providing customer satisfaction.

2.3.2 Studies conducted on customer satisfaction in Developing countries:

Singapore

Borden (1965) claims to be the first to have used the term “marketing mix” and that it was suggested to him by Culliton’s (1948) description of a business executive as “mixer of ingredients”. An executive is “a mixer of ingredients, who sometimes follows a recipe as he goes along, sometimes adapts a recipe to the ingredients immediately available, and sometimes experiments with or invents ingredients no one else has tried” (Culliton, 1948). The early marketing concept in a similar way to the notion of the marketing mix, based on the idea of action parameters presented in 1930s by Stackelberg (1939). Rasmussen (1955) then developed what became known as parameter theory. He proposes that the four determinants of competition and sales are price, quality, service and advertising. Mickwitz (1959) applies this theory to the Product Life Cycle Concept.

Chile

Borden’s original marketing mix had a set of 12 elements namely: product planning; pricing; branding; channels of distribution; personal selling; advertising; promotions; packaging; display; servicing; physical handling; and fact finding and analysis. Frey (1961) suggests that marketing variables should be divided into two parts: the offering (product, packaging, brand, price and service) and the methods and tools (distribution channels, personal selling, advertising, sales promotion and publicity). On the other hand, Lazer and Kelly (1962) and Lazer, Culley and Staudt (1973) suggested three elements of marketing mix: the goods and services mix, the distribution mix and the communication mix. McCarthy (1964) refined Borden’s (1965) idea further and defined

the marketing mix as a combination of all of the factors at a marketing manager's command to satisfy the target market.

He regrouped Borden's elements to four elements or 4Ps, namely product, price, promotion and place at a marketing manager's command to satisfy the target market. Especially in 1980s onward, number of researchers proposes new 'P' into the marketing mix. Judd (1987) proposes a fifth P (people). Booms and Bitner (1980) add 3 Ps (participants, physical evidence and process) to the original 4 Ps to apply the marketing mix concept to service. Kotler (1986) adds political power and public opinion formation to the Ps concept.

Baumgartner (1991) suggests the concept of 15 Ps. MaGrath (1986) suggests the addition of 3 Ps (personnel, physical facilities and process management). Vignalis and Davis (1994) suggests the addition of S (service) to the marketing mix. Goldsmith (1999) suggests that there should be 8 Ps (product, price, place, promotion, participants, physical evidence, process and personalisation).

2.3.3 Studies conducted on customer satisfaction in Africa:

Nigeria

It would appear that high customer satisfaction does not always correlate with repeat purchases and therefore with healthy profits (Yudkin, 1999). Dissatisfied customers don't always defect and satisfied customers sometimes do. Thus satisfaction alone cannot predict future behaviour and customers may even remain behaviourally loyal and not even be happy with the product or service. Such behaviour has diminished the validity of examining loyalty from only a behavioural perspective. Bandyopadhyay and

Martell (2007) assert that the existence of situational factors (such as stock-out and non-availability), intrinsic factors (such as individual fortitude) or socio-cultural factors (such as social bonding), that can differentiate between repeat purchase and loyalty, have prompted recent works that have called for understanding and operationalising brand loyalty beyond behavioural measures. Consequently advocates of attitudinal loyalty have emphasised the importance of the concept of customer commitment.

Morocco

Customer commitment has sought to unravel the confusion between satisfaction and loyalty. As such, commitment involves the desire or intention to maintain a valued relationship into the future (Gundlach, Achrol and Mentzer, 1995; De Wulf et al, 2001; Liljander and Leverin, 2006). Commitment is psychological rather than behavioural and thus examines loyalty from an attitudinal perspective. Hofmeyr and Rice (2000) contend that marketers cannot deduce what consumers feel by observing their behaviour. Somebody who appears loyal could, in fact, be completely uncommitted, and switch brands at the next purchasing occasion. But what customers feel dictates the way in which the relationship between the customer and the brand should be managed (ibid). Commitment is arguably synonymous with attitudinal loyalty and thus these terms are often used interchangeably.

South Africa

Commitment is built gradually during the development of a relationship, and parties can be committed for different reasons. Venetis and Ghauri (2004) identify three general antecedents to commitment: relational bonds that are created between parties during the

course of the relationship, the trust that has been established between the partners, and the service quality.

Relational bonds can be structural or social in nature. Structural bonds are the in a relationship that, if terminated will result in considerable economical or financial costs for the parties (Venetis and Ghauri, 2004). Turnbull and Wilson (1989: 233, cited by Venetis and Ghauri, 2004) assert that the creation of a structural bond happens when the two parties make investments that cannot be retrieved when the relationship ends, or when it is difficult to end the relationship due to the complexity and cost of changing suppliers. The more investments are made in a relationship, the more difficult its disengagement becomes and the more a party will be committed to continue the relationship regardless of their satisfaction with the supplier. An example of such would be if the consumer is unable to switch suppliers because the alternatives require excessive travelling and as a result a cost could be involved in transportation which the consumer may not be able to afford.

2.3.4. Studies conducted on customer satisfaction in Tanzania

IFAD (2007) studied customer satisfaction in rural micro-finance institutions in Uganda, Kenya and Tanzania. Combining qualitative (14 focus group of 71 clients) and quantitative approaches (209 interviews), this study assessed the determinants of customer satisfaction for rural customers accessing both credit and savings facilities. Results revealed that “ customers prefer unlimited access to their savings while on credit facilities, customers want to have access to loan amounts they actually apply for at a ‘reasonable’ price and on flexible repayment term conditions” . The study suggested

also that surveyed customers were all satisfied exhibiting a Customer Satisfaction Index of 81%. The study concluded that “financial services should be delivered by courteous staffs that preferably are not being ‘changed /swapped”.

Murray (2001) concentrated his study on customer satisfaction levels using data from four MFIs affiliated to Women’s World Banking in three countries: Colombia (America), Bangladesh (Asia) and Uganda (Africa) with a total sample of 3,000 clients. Using Likert’s scale, the author took into account expectations and perceptions items plotting results on a two-axis grid. Results proved that customers are more satisfied by accessing higher loan amounts, faster turnaround times, lower loan requirements and lower prices. However, it seemed that customers preferring to develop a long-term relationship with the MFI want to be given preferential treatment while all customers are demanding increasing levels of customer service.

Othman and Owen (2001) conducted a study about customer satisfaction in Islamic Banks by using the service quality model. Their study used a survey of 360 customers selected by Systematic Random Sampling. Using CARTER model scale, their results suggested that customer satisfaction in Islamic banks “should be measured through the proposed 34 items instead of reducing it into the original number of SERVQUAL’s five dimensions and their 22 items”. Their results indicated that in Islamic banks, managers and practitioners should be aware of cultural or religious dimension.

Alhemound (2007) investigated customer satisfaction in the banking sector in Kuwait. His study used a sample of 605 randomly selected retail customers. Using descriptive statistics, Correlation and ANOVA tests, his results showed that, in general, customers in Kuwait are satisfied with services provided by retail banks. In this regard, customer satisfaction is mainly driven by: “availability of ATM in several locations, safety of funds, easy to use ATM and the quality of services provided.”

2.4 Conceptual frame work

The conceptual framework is narrative outline of variables. The types of variables shown in the conceptual framework are background variables; independent variables and a dependent variable. The variable of primary interest to this study is the dependent variable which is customer satisfaction in learning institution in Tanzania. Some of the variables to be studied in an attempt to explain the dependent variable are indicated in Figure 5 which explains the relationship between the dependent variable and independent variables in a clear and simple way. It clearly distinguishes different types of variables to be studied and specifies nature of the relationship between them where the horizontal arrows indicate the direction of influence of the variables. Based on the literatures reviewed, the conceptual framework is as follows:

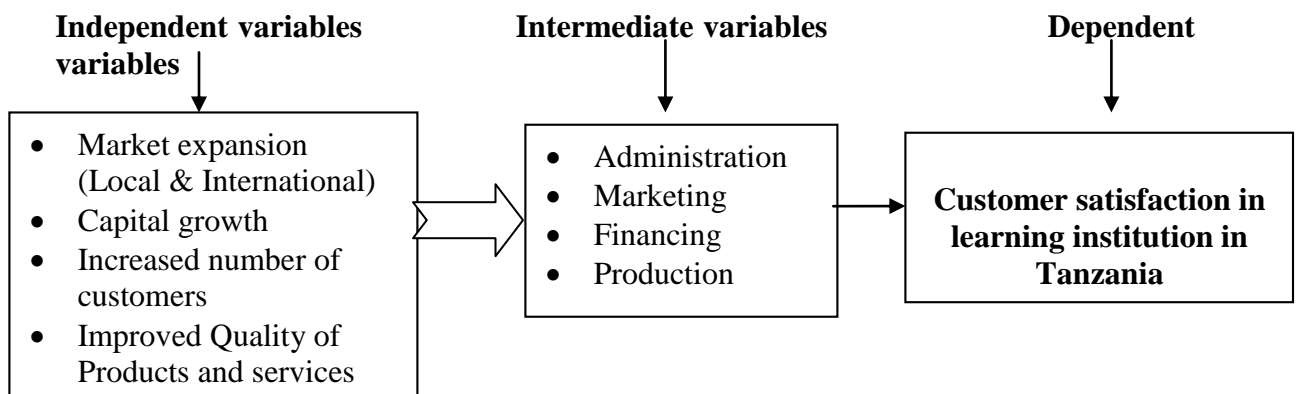


Figure 5: Conceptual Framework for the Study Variables

Source: Constructed by the researcher

2.5 Critical Review of literature

2.5.1 Criticism of the concept

4Ps delimits four distinct, well-defined and independent management processes. Despite the consistent effort by many physical businesses to deal with the 4P in an integrated manner, the drafting but mainly the implementation of the P policies remains largely the task of various departments and persons within the organization. Even more significant thought is the fact that the customer is typically experiencing the individual effects of each of the 4Ps in diverse occasions, times and places, even in case that some companies take great pains to fully integrate their marketing activities internally (Constantinides, 2002; Wang, Wang and Yao, 2005). However, a study by Rafiq and Ahmed (1995) suggested that there is a high degree of dissatisfaction with the 4Ps framework. Even, Overall these results provide fairly strong support Booms and Bitner's (1981) 7P framework should replace McCarthy's 4Ps framework as the generic marketing mix. Development of marketing mix has received considerable academic and industry attention.

Numerous modifications to the 4Ps framework have been proposed, the most concerted criticism has come from the services marketing area (Rafiq and Ahmed, 1995).

The introductory marketing texts suggest that all parts of the marketing mix (4Ps) are equally important, since a deficiency in any one can mean failure (Kellerman, Gordon

and Hekmat, 1995). Number of studies of industrial marketers and purchasers indicated that the marketing mix components differ significantly in importance (Jackson, Burdick and Keith, 1985). Two surveys focused on determination of key marketing policies and procedures common to successful manufacturing firms (Jackson, Burdick and Keith, 1985). Udell (1964) determined that these key policies and procedures included those related to product efforts and sales efforts. This followed in order by promotion, price, and place. In a replication of this survey, Robicheaux (1976) found that key marketing policies had changed significantly.

2.5.2 Criticism by the Researcher

Pricing was considered the most important marketing activity in Robicheaux's (1976) survey, although it ranked only sixth in Udell's (1964) survey. Udell (1968) found that sales efforts were rated as most important, followed by product efforts, pricing, and distribution. LaLonde (1977) found product related criteria to be most important, followed by distribution, price, and promotion. Perreault and Russ (1976) found that product quality was considered most important, followed by distribution service and price. McDaniel and Hise, (1984) found that chief executive officers judge two of the 4 Ps, pricing and product to be somewhat more important than the other two – place (physical distribution) and promotion. Kurtz and Boone (1987) found that on the average, business persons ranked the 4 Ps to be of most importance in the following order: price, product, distribution, and promotion.

Thus, it appears from these studies that business executives do not really view the 4 Ps as being equally important, but consider the price and product components to be the most important (Kellerman, Gordon and Hekmat, 1995). The concept of 4Ps has been criticized as being a production-oriented definition of marketing, and not a customer-oriented (Popovic, 2006). It's referred to as a marketing management perspective. Lauterborn (1990) claims that each of these variables should also be seen from a consumer's perspective. This transformation is accomplished by converting product into customer solution, price into cost to the customer, place into convenience, and promotion into communication, or the 4C's. Möller (2006) highlighted 3-4 key criticisms against the Marketing Mix framework:

2.5.3 Criticism of the researcher

The Mix does not consider customer behaviour but is internally oriented. The Mix regards customers as passive; it does not allow interaction and cannot capture relationships. The Mix is void of theoretical content; it works primarily as a simplistic device focusing the attention of management. The Mix does not offer help for personification of marketing activities. A review of another article, "Revision: Reviewing the Marketing Mix" (Fakeideas, 2008) found that: The mix does not take into consideration the unique elements of services marketing. Product is stated in the singular but most companies do not sell a product in isolation. Marketers sell product lines, or brands, all interconnected in the mind of the consumer. The mix does not mention relationship building which has become a major marketing focus, or the experiences that consumers buy. The conceptualization of the mix has implied marketers are the central element. This is not the case. Marketing is meant to be 'customer-focused management'.

Even, a study by Rafiq and Ahmed (1995) found that there is a high degree of dissatisfaction with the 4Ps, However, 4Ps is thought to be most relevant for introductory marketing and consumer marketing. The result also suggests that the 7Ps framework has already achieved a high degree of acceptance as a generic marketing mix among our sample of respondents. Rafiq and Ahmed (1995) also highlighted the strengths and weaknesses of the 4Ps and 7Ps mixes

2.6 Relevance of the literature

2.6.1 Relevance of the concept

A study by Hallowell (1996) also examined customer satisfaction but in relation to loyalty concluded that, service satisfaction and satisfaction with price were elements in the overall satisfaction measurement. The measurements used in Hallowell's study were fairly comprehensive; concluding that all the elements measured had an impact on overall satisfaction. But the service features of branch, staff and information were found to be more influential. There are a number of benefits that a company gains by providing good customer service. The benefits range from exchange of information to profit:

2.6.2 Relevancy of the study

A number of marketing researches have established that good customer service leads to satisfied or delighted customers, which in turn generates customer loyalty, hence resulting to increased revenues and reduced costs. For example, during the early 1990s, IBM transformed itself into a customer-driven organization. From 1994–1999, customer satisfaction increased by 5.5 percent, revenue increased from \$63 billion to over \$80

billion, cost and expense savings equaled \$7 billion, and stock prices improved over 1,000 percent (Thompson, 2000).

2.6.3 Relevance of the researcher

Good customer service be it in a private or public sector generates satisfied or delighted customers. Satisfied customers lead to increased compliance, improved information exchange, improved relationships, increased trust and potentially, decreased workloads or costs. For instance, police departments across the Nations have embraced the concept of community policing. Through community policing, police departments incorporate a customer focus as well as an attitude of partnership with customers, to increase satisfaction and trust and even reduce fear of crime in the community. Customers actually participate in addressing crime and disorder in many ways like providing information. In so doing, workload on patrol officers is reduced.

2.6 Research Gap

Various studies have been done in relation to this study but due to the increased complain on learning institutions. However, there is missing information as to what factors leading to customer dissatisfaction as depicted in the provided level of service quality. There is lack of information as to impact of internal and external factors towards service provision performance which affect the Academic performance. None of the researchers did a research on the relationship between market mix and customer satisfaction. Hence the study will bridge the gap by alerting the decision makers on the prevailing situation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides detailed explanation on methods and materials which was used to collect, analyze and present data. It described the study area, study population, study design, sample size, sampling techniques and data collection methods. The chapter also explain on how chronologically data analysis will be carried out. Finally, the chapter discusses issues related to validity and reliability of the findings.

3.2 Research Design

Research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data (Kothari, 2006). There are three different types of research design depending on the nature and purpose of the study, namely: This study will employ a triangulation of approaches. Firstly, it is a non-experimental, since there will be no use of control and treatment groups. Secondly, it is cross sectional design since it will be conducted once so as to collect data on the relationship between marketing mix strategies and customer satisfaction in learning institutions taking St. Joseph College of Engineering Dar es Salaam as a case study. The cross-sectional research design is the approach that involves asking questions to a representative sample at one point at a time (Casley and Kumar, 1998).

3.3 Sampling Plan

3.3.1 Sampling Procedures

According to Kothari (2006), sampling is defined as selection of parts of aggregate of the totality based on which a judgment about the aggregate or totality is made. It is a process of selecting a group of people, events, behavior, or other elements with which to conduct a study. An important issue influencing the choice of a sampling technique is whether a sampling frame is available, that is, a list of units comprising the study population

In this study the researcher used both probability and non-probability sampling methods. The probability sampling techniques specifically simple random sampling (SRS) (Lottery) used to obtain respondents from St. Joseph College of Engineering Dar es Salaam. This technique used due to the fact that every student and employee at St. Joseph College of Engineering Dar es Salaam had an equal chance to give views about the relationship between marketing mix strategies and customer satisfaction in learning institutions. Judgmental/purposive as a non-probability sampling technique used to obtain key informants that include the top Management of St. Joseph College of Engineering Dar es Salaam. These categories of respondents were expected to have necessary information with regard to relationship between marketing mix strategies and customer satisfaction in St. Joseph College of Engineering Dar es Salaam since they were the college policy and strategic decision makers. This was done by visiting them in their respective areas/offices. The key informants assisted in supplementing and enriching information collected by questionnaires from respondents.

Population

According to Schumacher (1984), population is defined as a group of people or events from which a sample is drawn. The population in this study included women entrepreneurs in Kinondoni municipality in Dar es Salaam region. It also included municipal business officers.

3.3.2 Sampling frame and Sample size

Cothari, CR (1990) defined sample size as the number of items to be selected from the universe.

The target populations for the study were mainly students in their differentiated years of study as these are the ones who have to enter into the employment market after their studies. The other group of respondents were involved employees at St. Joseph College of Engineering Dar es Salaam. A total of 85 respondents were selected and interviewed among which 60 were students, 20 were employees and 5 were top Management Officers at St. Joseph College of Engineering Dar es Salaam. This sample size was preferred so as to ensure rational representation of the population and easy manageability of the study.

Table 1 Category of respondents

S/N	Respondent	Frequency	Percentage
1	Top management officers	05	06
2.	Students	57	67
3.	Lecturers	10	12
4.	Other employees	10	12
5.	Board members	03	04
Total		85	100

3.4 Data collection Techniques

Basically, this study employed both primary and secondary data; both primary and secondary data was collected to meet study objectives.

3.4.1 Primary data

According to Kothari (2006), Primary data are those which are collected afresh and for the first time and thus happen to be original in character.

3.4.1 Secondary data

Secondary data can be defined as Data collected from written documents and re-used by the researcher in order to get ideas of other researchers as related to the topic under study (Tarimo, 2008). Secondary data assist the researcher to broaden his understanding through making further investigation on the topic under study and reduce repetitions on issues already explored by other researchers. Secondary data source include

biographies, memoirs, news papers, Books, past research, census, archive materials, journals, unpublished materials etc. Secondary data were gathered through reviewing various documents like books, official records, journals researcher papers, and reports on previous conducted studies. Primary data were obtained directly from respondents in the study area. Secondary data were obtained from both published and unpublished documents such as reports, censuses, newspapers, books, pamphlets, journals and other electronic sources. Largely, these documents were obtained from libraries and in St. Joseph College of Engineering Dar es Salaam.

3.5 Data Collection Methods

Different methods were used in order to increase the reliability of the collected data. According to Fontana and Frey (2005), the use of different methods known as “triangulation” minimizes the possibility of making erroneous conclusion and increases the credibility of the findings. The study involved use of different tools to secure their accuracy and to validate collected data. Using more than one collection instruments I enabled to combine strengths and rectify some of the weaknesses of using only one data collection tool. Quantitative and qualitative data were collected during the study. Several techniques: interviews, direct field observation, questionnaires and documentary reviews were used in data collection. The details on data collection methods/techniques are given below:

3.5.1 Documentary Review

Documentary review has a few senses or meanings: relating to or consisting of or derived from documents; a film or TV program presenting the facts about a person or

event; emphasizing or expressing things as perceived without distortion of personal feelings, insertion of fictional matter, or interpretation (Tarimo, 2008). Documentary review method were used to collect secondary data. The researcher employed documentary sources of data so as to have a thorough understanding of the relationship between marketing mix strategies and customer satisfaction. Under this, the researcher surveyed carefully some of the current annual reports of St. Joseph College of Engineering, newsletters and few files to make sure that relevant data for the study were obtained.

3.5.2 Structured Questionnaire

According to Schumacher (1984), Structured Questionnaire is the questionnaires which must be structured to ensure that people were correctly filtered into or past particular sections—for example, someone who has not been in employment for many years should not be asked questions about their work, and so on. The semi-structured questionnaire (having both open and close ended questions) was designed and pre-tested prior to its administration for the purpose of checking its reliability and validity and making necessary rectifications. This enabled to determine the relationship between marketing mix strategies and customer satisfaction in St. Joseph College of Engineering Dar es Salaam.

3.5.3 Key Informant Interviews

Key informant interviews were qualitative in-depth interviews with people who know what is going on in the community. The purpose of key informant interviews was to collect information from a wide range of people—including community leaders,

professionals, or residents—who have first hand knowledge about the community. These community experts, with their particular knowledge and understanding, provided insight on the nature of problems and gave recommendations for solutions.

This study used semi-structured interview as it enabled not to repeat asking the questions already answered by the respondent when explaining issues asked. The interview was conducted to top Management Officers at St. Joseph College of Engineering. Some statements was provided to respondents in the form of Likert Scale in order for them to agree or disagree with the statement. Interview was chosen due to its strength of capturing empirical data in both formal and informal settings.

3.5.4 Direct Observation

Direct observation it is common for an observer to be present who sits passively and records as accurately as possible what is going on. Usually it is the behaviour of one or more persons that is recorded, and an advantage of the technique is that a number of people interacting with each other and the same piece of equipment can be observed. A variation on this technique is to have a video camera mounted at the point of usage, which records interactions which can later be watched and analyzed by an observer Kothari (2006).

The study also used observation technique in order to supplement information collected through other data collection methods. Observation checklist was used in observing issues, things which will inform the research objectives.

3.6 Data Processing and Analysis

Data were analyzed using both quantitative and qualitative techniques. Subsequently, the responses from the questionnaires were coded, summarized and analyzed using the Statistical Package for Social Sciences (SPSS) version 16.1. Data were entered into the SPSS spread sheet following the developed codes or format. The SPSS program was appropriate since had features that can accommodate the categorical variables; and can perform all the statistical tests and the classification analysis required in this study making it compatible to the data and problem in questions. It is a more user friendly program. After data entry was complete, data cleaned and verified prior to analysis.

Descriptive analysis was conducted basing on data that would be collected from primary and secondary sources. The analysis involved computation of frequencies (numbers and percentages) of the distributions. Qualitative data obtained through interview which was analyzed by using content analysis method. A linear multiple regression analysis was run to detect the combined effect of different factors on police turnover rates.

3.7 Validity and Reliability of methods and data

3.7.1 Validity

Validity is the extent to which a test measures what it is supposed to measure. In order to be valid, a test must be reliable but reliability does not guarantee validity. Schumacher (1984).

To ensure validity of the data, triangulation of methods was used in sampling and effective data collection. This means that different methods of sampling and data

collection was used. Use of triangulation help to demonstrate validity and open up new perspective about the topic under investigation.

3.7.2 Reliability

According to Schumacher (1984), Reliability is the extent to which a test is repeatable and yields consistent scores. Reliability means that something is dependable and that it will give the same outcome every time. We might talk of a football player as reliable, meaning that he gives a good performance game after game. To ensure reliability of methods for data collection and analysis, pre-testing conducted to ten (10) respondents before actual data collection.

3.7.3 Data presentation

The results of data analysis presented in descriptive forms such as tables and statistical charts so as to simplify interpretation of the findings.

3.8 Ethical Consideration

The consent of the respondents was sought before involving them in the research. This included briefing the respondents about the research objectives and how they were going to benefit from the research. The respondents were assured about the degree of confidentiality in the information that were gathered from them. Studying about customer satisfaction might be sensitive; the interview with respondents was done in places where no other people were hearing and following the discussion. The researcher was expected to be honest in seeking free consent from the respondents and not to make any promises that would not be fulfilled or guarantee any assistance resulting from their

cooperation. Recorded information, photos and narrations from respondents were used only for the purpose of this study. In case any respondent feel uneasy and want to withdraw from the research, was granted chance of withdrawing and the vacancy replaced by another person. Respective local government authorities within which the study was conducted consulted for permission prior the study.

Generally, ethical considerations was highly observed during the whole process of the research. Some ethical issues were related to human rights, national policies, all rules and regulations as well as physical accessibility to data sources. The following ethical issues were kept under consideration during the research process and aftermaths: -

- The purpose of study was made clear and simple to be easily understood by the readers as well as the respondents to avoid any ambiguity at any end.
- Precisely yet comprehensive information provided to respondents in order to make them clear about all aspects, objectives and outcomes of the research
- Mutual consent form, permission letter and any other written approval if needed dually signed by both the researcher and the respondent was made available.
- Protection of the information gathered from respondent to avoid any harmful consequences for them was guaranteed.
- Permission to tape the interview and to keep the information on an electronic database and analyze it for research purpose was sought.
- The privacy of the participants was protected to the maximum extent allowable by law.

CHAPTER FOUR

4.0 STUDY FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This Chapter aims at presenting the research findings resulted from the analysis of the collected data from the research field. The findings have been generated from responses of 85 respondents who were interviewed and given questionnaires as well as from systematic observations of the day to day state of affairs based on expectations that, these data would yield a significant contribution to the theme in question. The general objective of this study is to assess the relationship between marketing mix strategies and customer satisfaction in learning institution in Tanzania using St. Joseph College of Engineering Dar es Salaam. The specific objectives of the study were to determine the types of marketing mix strategies used by St. Joseph College of Engineering in satisfying its customers, to determine the relationship between marketing mix strategies used by St. Joseph College of Engineering and customer satisfaction. The last specific objective is to determine the challenges of marketing mix strategies facing St. Joseph College of Engineering. The chapter begins with presentation of the findings from respondents through their views opinions and comments, followed by analysis and discussion of the findings.

4.2 Characteristics of the respondents

This part tries to concentrate on the respondents and their characteristics including sex, age, education, marital status and work experience, occupation and income of the respondents.

The last section is based on the level of knowledge on relation slip between marketing mix strategies and customer satisfaction

4.2.1 Occupation of the respondents

A total of 85 respondents were divided into five parts which were top management officers, 5 (6%), Board members 3 (04%) lectures 10(12%) students 57(67%) and other employees 10 (12%). The distribution is shown in the table 1

The distribution of respondents was done so that results capture the characteristics of the intended population of the study.

4.2.2. Age of the respondents

The age distribution of the respondents was categorized into six groups starting with those below 30 years of age, 31-35 years, 36-40 years, 41-45 years, 46-51 years and the last was 51 years and above.

The majority of respondents were those who are below 30 years, representing 59% followed by age between 36-40 years (14%), 41-45 years, 12%, 31-35 years (08%) and few respondents were found in the group of 51 years and above who are 3 (4%).

Table 2. Age distribution of the respondents

S/N	Age limit	Frequency	%
01	Below 30 years	50	59
02	31 – 35 years	07	08

03	36 – 40 years	13	15
04	41 – 45 years	10	12
05	51 years and above	05	06
	Total	85	100

Source: Field Survey 2012

4.2.3 Sex Distribution of the respondents

The aim of looking on the gender distribution is based on the roles and relationship between men and women in economics technological and cultural development of a society.

The role of men and women in the society differ from society to another.

From the study, the participation of women in science and technology is low compared to men, science subjects are virtually considered as tough and according to the societal perspective, it was taken as for men.

The survey interviewed 85 respondents. The female respondents who were 27 (32%) and male were 58 (68%)

Table 3. Education level of respondents

S/N	Sex	Responses	Frequency
01	Men	53	63
02	Women	32	37
	Total	85	100

That is due to the reason that most of female population was denied from formal education and those accessed, fear to study science subject.

4.2.4 Level of education of the respondents

The study areas was in urban area and in a high learning Institution, hence most of respondents had different level of education where the majority went for secondary education 32(37%) most of which were students and other employees in the population followed by post graduate/degree holders 28 (33%), diploma holders 20 (23%) and last primary education 5 (7%)

Most of post graduates and Bachelor degree holders are lectures, tutors and tutorial assistants of the college.

The secondary education certificate holders were students mainly were fresh from school form six and form 4 leavers.

Table 4. Level of Education of respondents

S/N	Education	Response	Frequency %
1	Degree/Post graduates	28	33%
2.	Diploma	20	23%
3.	Secondary school	32	37%
4.	Primary school	5	7%
	Total	85	100

4.2.5 Work experience of the respondents

Work experience in this study refers to the number of years one have served in the current position.

The study revealed that, work experience of respondents participated in the study was categorized in to four groups starting with those who have served in the current position for more than 5 years (18%), 14 respondents (50%) have served between 6-10 years of experience, 06 respondents (21%) served for 11-15 years of experience and the remaining 03 respondents had served for more than 16 years of age.

Table 5. Work experience of the respondents

S/N	Work experience	Frequency	%Age
01	Below 5 years	05	18
02	6 – 10 years	14	50
03	11-15 years	06	21
04	16 years and above	03	11
	Total	28	100

Source: Fieldwork survey 2012

It has to be noted that between 85 respondents interviewed in the study, 28 were employees of the St. Joseph College of Engineering and board members, the college has good retention ratio. This may increase efficiency of workers.

4.2.6 Previous training of respondents

In service training is important for improving efficiency in a working place out of 28 employees of St. Joseph College of engineering Dar es Salaam 05 (18%) respondents were reported trained in other business, 23 (82%) trained in similar business, 02(20%) trained within the Institution (in service training).

This study revealed three groups of respondents as the previous training is concerned whereby, most of the employees 23 (82%) have similar training followed by those trained other business 05(18%) and the last group was those trained within the Institution and employed after graduation.

Table 6. Previous training of respondents.

S/N	Previous training	Responses	Frequency(%)
01	Similar position	23	82
02	Other position	03	11
03	On related field	02	07
	Total	28	100

Source: filed work survey 2012

4.2.7 Income of respondents

The respondents in the study obtain their income through salary (employees) and loans from higher learning students loan board, and from parents/guardians (students) and from their employers.

The respondents in the study claimed to be satisfied with the income (42%) and (40%) they were not satisfied with the income they earn and 18% they were (neutral).

Table 7. Income of respondents

S/N	Previous training	Responses	Frequency (%)
01	Satisfied with income	38	42 %
02	Not satisfied	34	40%
03	Neutral	13	18%
	Total	85	100

4.3 Characteristics of the Firm

St. Joseph's College of Engineering and Technology, Palai was established in 2002 by the Diocese of Palai. From its very inception, St. Joseph's College of Engineering and Technology, Palai has earned a reputation among the general public, the students and their parents and the various visiting committees as a "College with a difference". Situated in a serene and picturesque location at the foothills of the High Range Mountains, the campus provides an environment conducive to learning and achieving the academic and professional aspirations of the students. We aim to achieve 100% results in examination and a challenging and rewarding career for all our students. SJ CET is also an ISO 9001:2008 certified institution. It has been conferred with minority status in the year 2008.

4.4. Objective one types of marketing mix strategies used by St. Joseph College of Engineering to satisfy customers.

The first objective of the research was to determine the types of marketing mix strategies used by St. Joseph College of Engineering in satisfying its customers. This objective lead to the first research question which wants to answer what are the types of marketing mix strategies used by St. Joseph College of Engineering in satisfying customers? The marketing mix strategies used by St. Joseph College of Engineering in satisfying customers are products policy, price policy, place/location policy and promotion policy. The respondents were asked to have the respond on either Yes or No and the data have analyzed and discussed here down in tables.

The respondents were asked to have either yes or no and the data have analyzed and discussed here under in tables.

The first objective of this study was to determine types of marketing mix strategies used by St. Joseph College of Engineering to satisfy its customers.

In order to accomplish this objectives three policies were examined; namely the product policy, pricing policy location and promotion part.....

The respondents were asked to have either yes or no and the data have analyzed and discussed here under in tables.

4.4.1. Product policy strategy

Product policy in St. Joseph College of engineering refers to the services the sector offers. About (82/85) 96% of the respondents agreed that there product policy at the college, while only (03/85) 04% said no this indicates that there is a product policy

there. These few respondents probably they don't know the meaning of the product policy. Further more the top management staffs said the College has on the one hand, educational services as main products and support services as associated services, and we have on the other hand, the three main activities of College as services offered: teaching, research and the third sector services. The nature of services in general and their specific characteristics affect the College services and their marketing. Service marketing principles apply to St. Joseph College of engineering. To exemplify, it is well known that when we talk about services, both external and internal marketing becomes equally important, as the nature of the interpersonal interaction between the customer and the contact employee (in our case the contact between students, lecturers and support personnel) often affects satisfaction. Quality of education institutions' services becomes important as a trigger for customer satisfaction. But, every stakeholder in higher education has a particular view of quality; dependent on their specific needs consequently higher education institutions have to fulfill multiple needs. For instance, when we talk about quality of educational services designated to students, the teaching and learning activities are the two facets of the same coin and the results.

Table 8 Product policy

S/N	Response	Frequency	Percentage
01	Yes	82	96
02	No	03	04
	Total	85	100

Source: Field Survey, 2012

4.4.2 Location policy strategy

Location policy is rather considered, as having too much applicability to the higher education sector like St. Joseph College of engineering. Place, as an element of the marketing mix, is not just about the physical location or distribution points for products. It encompasses the management of a range of processes involved in bringing products to the end consumer. About 88% of the respondents declared that location is one of the marketing mix used at the college while the rest 12% of them disagreed with this therefore it indicates that place/location is one of the marketing mix used. The college gets a lot of students who are customers due to that it is in Dar es salaam and along Morogoro road. The main question concerning the delivery of educational services is” How to make programs of higher education institution more accessible and acceptable for students?”

When it comes to the location of the institution, we should bear in mind multiple meanings of that term. First, the location can refer to the place where the institution is then; it can refer to the characteristics of the area in which the institution is located. Location can also have a relative meaning, *i.e.* it can be viewed in relation to where current and future students and high school students live. Most educational institutions have already had its buildings in one or more places. The institutions, in the first place, consider how to attract the users, to the existing buildings, while the idea of getting the clients more familiar with their offer is accepted slower. Therefore in general the firms in the study adopted the concept of place as used in the marketing mix to help learning environment to their customers. These results suggested that in general the firms in the

study adopted the concept of place as used in the marketing mix to help distribute their products to their consumers.

Table 9 Location policy

S/N	Response	Frequency	Percentage
1	Yes	72	88
2	No	13	12
Total		85	100

Source: Field Survey, 2012

4.4.3 Promotion policy

Regarding promotion policy in St. Joseph College of engineering, about 94% of the respondents agreed that there promotion policy at the college, while only 06% said no this indicates that there is a promotion policy at the college. That is why no respondent said no. This indicates that promotion policy used in St. Joseph College of engineering as marketing communications and dissemination of information, mainly in the context of choices made by potential students. The analysis shows that there is a type of activity that emphasize on the use of communication tools (such as advertising, public relations, personal selling) in order to attract students, it can be associated with the selling approach, if the information provided at admission about the programmes offered by the college and its services, does not correspond to reality. Subsequent efforts to ensure good student experience through valuable teaching experience and good support services and to prepare students for their profession (as main requirements of students from

higher education) effort should be done to be done to ensure correspondence between reality and the communicated image and to maintain promotion policy within the marketing philosophy that concentrates on the consumer.

Table 10 Promotion policy

S/N	Response	Frequency	Percentage
1	Yes	80	94
2	No	05	06
Total		85	100

Source: Field Survey, 2012

Promotion policy used in St. Joseph College of Engineering as marketing communications and dissemination of information, mainly in the context of choices made by potential students. This type of activity that emphasize the use of communication tools (such as advertising, public relations, personal selling) in order to attract students, it can be associated with the selling approach, if the information provided at admission about the programmes offered by the college and its services, does not correspond to reality. Subsequent efforts to ensure good student experience through valuable teaching experience and good support services and to prepare students for their profession (as main requirements of students from higher education) effort should be done to be done to ensure correspondence between reality and the communicated image and to maintain promotion policy within the marketing philosophy that concentrates on the consumer.

4.4.3.1. Television

The study obtained some responses on use of Television on promotion matters. About 48% of the respondents, of the respondents agreed that use to here the college through TV, while 52% of the respondents disagreed. This indicates that it almost half to those who got the information through TV and those who got the information through TV.

Table 11. Television advertisement

S/N	Response	Frequency	Percentage
1	Yes	41	48
2	No	44	52
Total		85	100

Source: Field Survey, 2012

4.4.3.2 Radio advertisement

Most of the respondents, i.e. 45(53%) of the respondents agreed that radio is used on promoting the college as a result of customer satisfaction, while 40(47%) of the respondents disagreed.. This indicates that majority agreed.

Table 12 Radio advertisement

S/N	Response	Frequency	Percentage
1	Yes	45	53
2	No	40	47
Total		85	100

Source: Field Survey, 2012

4.4.3.3. Online advertisement

Furthermore, the study researched on the issue of online advertisement. Table 23 below shows that 96% of the respondents agreed that there is on line advertisement while 4% disagreed. The analysis indicates that this is very much used compared to the other.

Table 13 on line advertisement

S/N	Response	Frequency	Percentage
1	Yes	82	96
2	No	03	04
Total		85	100

Source: Field Survey, 2012

4.4.3.4. Poster advertisement strategy

After doing analysis on Poster advertisement within the college, it is observed that only 42 % of the respondents agreed that there is Poster advertisement. A majority, i.e. 58% of the respondents disagreed. This indicates that the college does not use mostly poster advertisement.

Table 14 Poster advertisement

S/N	Response	Frequency	Percentage
1	Yes	36	42
2	No	49	58
Total		85	100

Source: Field Survey, 2012

4.4.3.5 News paper advertisement strategy

The study also wanted to know about news paper advertisement. The analysis shows that about 91% of the respondents agreed that the college uses News paper advertisement as mean of informing mass while 09% disagreed. This indicates that most of people get the information of the college through news papers.

Table 15 News paper advertisement

S/N	Response	Frequency	Percentage
1	Yes	77	91
2	No	08	09
Total		85	100

Source: Field Survey, 2012

4.4.3.6. Magazine advertisement

The issue of promotion at the college is very important. The researcher wished to know about magazine advertisement. After doing analysis of the data, it is seen that 88% of the respondents agreed that there is a use of magazine in advertizing the college and only 12% of the respondents disagreed. This indicates that most of employees are aware of the avenues at Magazine advertisement .

Table 18 Magazine advertisement

S/N	Response	Frequency	Percentage
1	Yes	75	88
2	No	10	12
Total		85	100

Source: Field Survey, 2012

Regarding the case of disciplinary action, for those employees who are not performing duties efficiently, it is very important for the management of human resources. The analysis of the data showed that 53% of the respondents agreed that there were possibilities of disciplinary actions taken on staff for a variety of reasons. A substantial number of respondents, i.e. 47% of the respondents disagreed that there are possibilities for disciplinary action. The results on the tables above in general indicate that the college in this study emphasized on the concept of promotion as used in the marketing mix to sell their products to their customers.

4.4.4 Pricing policy

According to pricing policy 100% of the respondents agreed that deals with setting the prices for the educational services have a number of peculiarities in the St. Joseph College of engineering while no respondents disagreed. First of all until a decade ago, in many countries (mainly the European ones) higher education was totally state budgeted that meant from the student's point of view that it was free of charge. Since tuition fees have been introduced, they encountered different forms in different countries (as full costs, as partial contribution to the educational costs) but the state still plays a major role in setting tuition fees. For instance, in Tanzania partial tuition fees for undergraduates have established upper limits by government, with the consequence that most higher education institutions have the same tuition fees. This indicates that the importance of price related aspects should not be ignored.

Table 17 Pricing policy

S/N	Response	Frequency	Percentage
1	Yes	85	100
2	No	00	0
Total		85	100

Source: Field Survey, 2012

Pricing policy that deals with setting the prices for the educational services has a number of peculiarities in the St. Joseph College of engineering. First of all until a decade ago, in many countries (mainly the European ones) higher education was totally state budgeted that meant from the student's point of view that it was free of charge. Since tuition fees have been introduced, they encountered different forms in different countries (as full costs, as partial contribution to the educational costs) but the state still plays a major role in setting tuition fees. For instance, in Tanzania partial tuition fees for undergraduates have established upper limits by government, with the consequence that most higher education institutions have the same tuition fees. This illustrates how the application of this marketing concept has limitations in higher education, as the sector does not have always the freedom to set its own prices.

This does not mean that the importance of price related aspects should be ignored. Price related information (tuition fees, cost of living, and scholarships) is given equal importance as the programme's characteristics in the potential students' choice, given the recent increased consumerism in higher education choice. To conclude, the most

frequently met type of marketing activity that universities conduct is strong promotion and communication towards potential applicants related to increasing recruitment and admission. However, marketing specific actions should not stop here, the essence of satisfying the consumer (the student as primary consumer) is to offer him quality services (educational and support services).

Therefore providing good student experience plays a major role in ensuring student satisfaction. Institutional image and reputation and based on them

4.4.5 Product policy

Product policy in St. Joseph College of engineering refers to the services the sector offers. Top management staffs said the College has on the one hand, educational services as main products and support services as associated services, and we have on the other hand, the three main activities of College as services offers: teaching, research and the third sector services. The nature of services in general and their specific characteristics affect the College services and their marketing. Service marketing principles apply to St. Joseph College of engineering. To exemplify, it is well known that when we talk about services, both external and internal marketing becomes equally important, as the nature of the interpersonal interaction between the customer and the contact employee (in our case the contact between students, lecturers and support personnel) often affects satisfaction. Quality of education institutions' services becomes important as a trigger for customer satisfaction. But, every stakeholder in higher education has a particular view of quality; dependent on their specific needs consequently higher education institutions have to fulfill multiple needs. For instance

when we talk about quality of educational services designated to students, the teaching and learning activities are the two facets of the same coin and the results. Distribution policy is rather not considered, as having too little applicability to the higher education sector like St. Joseph College of Engineering.

4.5 Objectives second: To determine the relationship between marketing mixing strategies used by St. Joseph College of Engineering and customer satisfaction

The object leads to the second research question which was what is the relationship between marketing mix strategies and customer satisfaction? The tables below help to explain the relationship. A marketing strategy must be created in order to determine the means by which a set of clear objectives may be met. These results suggested that in general the firm in the study adopted the concept of place as used in the marketing mix to help distribute their products to their consumers. A marketing strategy must be created in order to determine the means by which a set of clear objectives may be met. Objectives communicate what marketers want to achieve, guide marketing actions and are used to measure how well a plan is working. They can be related to market share, sales, reaching the target audience and creating awareness in the marketplace. Long-term objectives are broken down into shorter-term measurable targets, which McDolald's uses as milestones along the way. Results can be analyzed regularly to see whether objectives are being met. This type of feedback allows the company to change plans and allows flexibility. Once marketing objectives have been established, the next stage is to define how they will be achieved. The marketing strategy is the statement of how

objectives will be delivered. It explains what marketing actions and resources will be used and how they will work together.

Table 18 Type of product strategies

S/N	Type of product	Yes	No	Percentage	
				Yes	No
1	Perceived value Degree	78	07	Yes	92
				No	08
2	Availability of learning materials	75	10	Yes	88
				No	12
3	Good Academic services	65	20	Yes	76
				No	24
4	Good Prestige of my Department	80	05	Yes	94
				No	06
5	Emphasis on Teaching	76	09	Yes	89
				No	11
6	Availability of Financial aid	20	65	Yes	24
				No	76
7	Un biased in Evaluation	55	30	Yes	65
				No	35

4.5.1. Product

The first portion of the student survey asked participants to reflect on their motivations for choosing to attend The St. Joseph College of engineering. Ten different reasons were

evaluated on an individual basis. These possible reasons can be found in the table above. As is evident from this illustration, student's perception of their degree. The St. Joseph College of engineering geographic location and the academic services that it offers were the main reasons why students remember choosing to attend The St. Joseph College of engineering. The table also shows that the emphasis on and facilities for research were the least important reasons of those surveyed for students decision to attend. The table above indicates that most of the respondents are satisfied with the product or service given by the collage.

The important thing to remember when offering menu items to potential customers is that there is a huge amount of choice available to those potential customers with regard to how and where they spend their money. Market research establishes exactly what this is. However, customers' requirements change over time. What is fashionable and attractive today may be discarded tomorrow. Marketing continuously monitors customers' preferences. Table 2 indicated that the firms in this study emphasized on the concept of product as advocated in the marketing mix to develop their products for their customers.

Table 19

S/N	Type pricing strategies	Yes	No	Percentage	
1	College offer budget price	71	14	Yes	84
				No	16
2	Establish price point for the services	65	20	Yes	76
				No	24

3	The tuition fee is fair	67	18	Yes	79
				No	21
4	The college compare tuition fee with competitors	82	03	Yes	96
				No	04
5	Tuition fee match with the quality of education	66	19	Yes	78
				No	22
6	College implement cost plus pricing strategies	48	37	Yes	56
				No	44
7	College implement target return pricing strategies	75	10	Yes	88
				No	12
8	College implement value based pricing strategies	77	08	Yes	91
				No	09
	College implement psychological pricing strategies	58	27	Yes	68
				No	32

4.5.2. Price

The customer's perception of value is an important determinant of the price charged. Customers draw their own mental picture of what a product is worth. A product is more than a physical item; it also has psychological connotations for the customer. The danger of using low price as a marketing tool is that the customer may feel that a low price is indicative of compromised quality. About the average of 68% of the respondents are satisfied with the pricing concept of the St. Joseph College of engineering. It is

important when deciding on the price to be fully aware of the brand and its integrity. A further potentially adverse consequence of price reduction is that competitors match the lower prices resulting in no extra demand. This means the profit margin has been reduced without increasing the sales. The results in Tale 3 in general indicated that the firms in this study emphasized on the concept of price as used in the marketing mix to sell their products to their consumers. The price is one of marketing mix instruments, which, combined with other instruments, should allow the realization of industry goals, the educational institution mission, and the realization of short term and long-term industry goals. The price can be viewed as an economic, but also as a psychological factor. From an economic point of view, the price determines income and profit, and psychologically, the price determines values that a product or a service

Table 20 Promotion

S/N	Type Advertisement	Yes	No	Percentage	
1	TV	41	44	Yes	48
				No	52
2	Radio	45	40	Yes	53
				No	22
3	Cinema	0	85	Yes	0
				No	100
4	Online	82	03	Yes	96
				No	04

5	Poster site	36	49	Yes	42
				No	58
6	News paper	77	08	Yes	91
				No	09
7	Magazine	75	10	Yes	88
				No	12

4.5.3. Promotions

The promotions aspect of the marketing mix covers all types of marketing communications. One of the methods employed is advertising, sometimes known as ‘above the line’ activity. Advertising is conducted on TV, radio, in cinema, online, using poster sites and in the press for example in newspapers and magazines. What distinguishes advertising from other marketing? Table 4 above indicates that the College is mostly using three types for advertisement, these includes; online, News paper and Magazine. But no one responded on cinema that is to say it is not used for advertising the collage.

The skill in marketing communications is to develop a campaign which uses several of these methods in a way that provides the most effective results. For example, TV advertising makes people aware of a college item and press advertising provides more detail. This may be supported by in-store promotions to get people to come and join the college. It is imperative that the messages communicated support each other and do not

confuse customers. A thorough understanding of what the brand represents is the key to a consistent message. The purpose of most marketing communications is to move the target audience to some type of action. Table 4 indicates that the general level the firms in the study adopted the concept of promotion as utilized in the marketing mix to assist them to promote their products to their customers.

4.5.4. Place

Place, as an element of the marketing mix, is not just about the physical location or distribution points for products. It encompasses the management of a range of processes involved in bringing products to the end consumer. The college gets a lot of students who are customers due to that it is in Dar es Salaam and along Morogoro road. The main question concerning the delivery of educational services is” How to make programs of higher education institution more accessible and acceptable for students?” When it comes to the location of the institution, we should bear in mind multiple meanings of that term. First, the location can refer to the place where the institution is then; it can refer to the characteristics of the area in which the institution is located. Location can also have a relative meaning, *i.e.* it can be viewed in relation to where current and future students and high school students live. Most educational institutions have already had its buildings in one or more places. The institutions, in the first place, consider how to attract the users, to the existing buildings, while the idea of getting the clients more familiar with their offer is accepted slower. Therefore in general the firms in the study adopted the concept of place as used in the marketing mix to help learning environment to their customers.

4.6. Objective three: The challenges of marketing mix strategies facing St. Joseph College of Engineering

The third objectives of the research is to determine the challenges of marketing mix strategies facing St. Joseph College of Engineering which led to the third research question in What are the challenges facing St. Joseph College of Engineering as learning institution in managing marketing mix strategies? The challenges are Customers do not always get what they are promised, Inseparability, Products and services are not readily available, Limited Differentiation and others are analyzed and discussed hear below.

4.6.1. Availability of learning materials

In order for someone to learn comfortably there is a need to have available learning materials as students. The respondents were asked to state the appointing authority and the analysis shows that 88% agreed while 12% of the respondents disagreed that lack the so called learning materials. These results from the analysis indicate that there were available learning materials at the college which is a very good thing for customer satisfaction.

Table 21 Availability of learning materials

S/N	Response	Frequency	Percentage
1	Yes	75	88
2	No	10	12
Total		85	100

Source: Field Survey, 2012

4.6.2. Good academic services

Regarding the case of academic services, respondents were required to declare on academic services. About 76% of the respondents agreed that there were academic services at the college of St. Joseph in Tanzania. The rest did not comment positively on academic services employed by the college which is 24% of the respondents. The results indicate that there is good academic service.

Table 22 Good academic services

S/N	Response	Frequency	Percentage
1	Yes	65	76
2	No	20	24
Total		85	100

Source: Field Survey, 2012

4.6.3. Emphasis on teaching

Regarding the issue of teaching the college emphasize very much on this adequacy of staff in the college the research addressed it to all the respondents. This was one of the important issues the study wanted to know. The study tried to concentrate on the college. The researcher wanted to know whether these college had adequate staff and learning materials. The analysis shows 89% of the respondents mentioned that there was adequate staff in their college hence teaching is emphasized. About 11% of the respondents reported to have inadequate staff in the college. This indicates that just few

college have adequate staff and the rest do not have. Therefore the college has to make sure that human resources are available to each college, if the devolved functions are to be performed efficiently.

Table 23 Emphasize on teaching

S/N	Response	Frequency	Percentage
1	Yes	76	89
2	No	09	11
Total		85	100

Source: Field Survey, 2012

4.6.4. Availability of financial aid

The study wanted to know whether there availability of financial aid, it was revealed that about 24% agreed that there financial aid. But 76% of the respondents disagreed. This indicates that is a problem of financial aid. There fore the college suffer shortage of enough fund to run the institution.

Table 24 Availability of financial aid

S/N	Response	Frequency	Percentage
1	Yes	20	24
2	No	65	76
Total		85	100

Source: Field Survey, 2012

4.6.5. Pre- Service training

The study wanted to know whether the trainings obtained by these employees before the new appointment were useful at the working place or not. It was revealed that about 74% agreed that the training obtained to them prior to a new appointment was very useful. But 26% of the employees disagreed. This indicates that most of duties and responsibilities at St. Joseph college of engineering handled by properly trained human resources.

Table 25 Training of staff

S/N	Response	Frequency	Percentage
1	Yes	55	65
2	No	30	35
Total		85	100

Source: Field Survey, 2012

4.6.6. College tuition fees with competitor

Furthermore, the study wanted to know if there are competitors around the college and if there is any mechanism for this. The analysis presented in table 16 shows that about 96% of the respondents admitted that the college fees can compete with other colleges and universities. The remaining 04% of the employees reported that there are no competitors around the college and there is no any mechanism for this.

Table 26 College tuition fees with competitor

S/N	Response	Frequency	Percentage
1	Yes	82	96
2	No	03	04
Total		85	100

Source: Field Survey, 2012

4.6.7. Fair tuition fees

Furthermore, the study wanted to know if the tuition fee is fair .The analysis presented in the table below shows that about 79% of the respondents agreed that there is a fair tuition fees at a college. The remaining 21% of the respondents reported that the tuition fee is un fair. Therefore the issue tuition fees seem to have been considered by the college.

Table 27 Fair tuition fees

S/N	Response	Frequency	Percentage
1	Yes	67	79
2	No	18	21
Total		85	100

Source: Field Survey, 2012

4.6.8. Tuition fees matches with education quality

The study went further to know whether the tuition fees matches with the quality of education About 78% agreed that it matches and relevant to what they do get. Only 03% who disagreed that is it does not much.

Table 28 Tuition fees matches with education quality

S/N	Response	Frequency	Percentage
1	Yes	66	78
2	No	19	22
Total		85	100

Source: Field Survey, 2012

4.6.9. Availability of Hostel rooms

Regarding the aspect of availability of rooms at the college hostel, the researcher wanted to know if student have accommodation at the campus. Table 19 below shows that 78% of the employees agreed that there are enough accommodation in campus while 22% of the respondents disagreed. This may indicate that most of students are accommodated at the college area.

Table 30 Availability of Hostel rooms

S/N	Response	Frequency	Percentage
1	Yes	66	78
2	No	19	22
Total		85	100

Source: Field Survey, 2012

4.6.10. Availability of rent rooms

Regarding the aspect of availability of rent rooms around the college place, the researcher wanted to know if there rooms around the college table 20 shows that 92% of the respondents agreed while 08% of the respondents disagreed. This may indicate that most of respondents are able rent rooms around the area.

Table 30 Availability of rent rooms

S/N	Response	Frequency	Percentage
1	Yes	78	92
2	No	07	08
Total		85	100

Source: Field Survey, 2012

4.6.11. The college location is easily reachable from other areas of Dar es Salaam

The study wanted to know the location of the college. The analysis shows that 89% of the respondents agreed that they are maintained and 11% of the respondents did not agree with this opinion. This indicates that the most of the students reach the college easily as indicated in Tables below there is a relationship between number of place strategy and customer satisfaction

Table 31 Good college location

S/N	Response	Frequency	Percentage
1	Yes	76	89
2	No	09	11
Total		85	100

Source: Field Survey, 2012

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides summary, conclusion and recommendation on findings of the study. The summary, Conclusion and recommendation are based on the research questions and research objectives of the study.

5.2 Summary of the findings

The main purpose of this study was to investigate the relationship between the marketing mix and customer satisfaction. The marketing mix consisted of the following variable: product, price, place and promotion. The results of the firms in the study adopted and emphasized on the marketing mix in their business operations. The following section presents the results of the study that indicate the extent to which the marketing mix (product, price, place and promotion) were adopted by the firms that participated in this study. The results of the study indicated that on these results it can be concluded that the firms in this study emphasized on the concept of product as advocated in the marketing mix to develop their products for their consumers. As for price, the results of the study shows that the mean scores of price also emphasized on price as used in the concept of marketing mix. These results suggested that emphasized on price in their business operations. In the case of place, the results of the study also recorded high scores of the place indicated that in general the respondents in the study focused on place as utilized in the concept of marketing mix. For promotion, the fourth variable of the marketing mix, the results of the study show that it indicated that St Joseph collage of engineering

used promotion to market their products to their customers. The main objective of this study was to investigate the relationship between marketing mix and performance. More precisely, the study attempted to investigate the relationships between products, price, place, promotion and performance of St Joseph collage of engineering as measured in terms of total sales and total employees. The section below briefly presents the results of the correlations analyses between product, price, place, promotion and performance of St Joseph collage of engineering.

5.3 Conclusion

The researcher noticed that the role of the students (core customers) in determining the value of the service to be delivered is crucial. Doing the service's design without involving the user is like preparing a prescription without any diagnostic dialogue with the patient. The brand equity contributes a lot in attracting customers to make up their mind to choose a particular brand. Similarly, the reputable brand is the one, which can communicate effectively and efficiently to the prospective customers. Word of mouth (WOM) is so powerful in making the brand name strong or weak from the students' point of view. The HLIs in Tanzania has to review the way they offer their services, otherwise the competitive forces will overtake them.

The study illustrated how different marketing concepts (specific to the marketing approach that emphasizes on satisfying the consumer) are used in higher education. In general terms we can state that many marketing concepts are applicable to the higher education sector, if we consider their main meaning. However, the practical ways in which they are applied to the higher education sector present a number of peculiarities,

as discussed in the paper, that rather make us state that for most of them, there are limitations in their application to the higher education sector. In other words marketing principles and marketing ideas can be applied to the higher education sector, but not in the same way as in the business sector. The differences in types of products/services offered, the scope of targeted markets and the organization of specific marketing activities, that exist between the business and the higher education sectors, make marketing concepts only partially applicable to the higher education sector. This is in accordance with others' opinion (Temple & Shattock, 2007), that approaches taken from other sectors or from commercial marketing are not readily transferable to higher education. However, there are not to be forgotten the lessons that higher education can learn from the business sector and it is up to the higher education sector to use the marketing concepts to the extent to which it makes sense and provides useful results.

However, at the moment it is considered that despite the existence of substantial literature on marketization of higher education and consumer behaviour, the literature is incoherent and lacks theoretical models to reflect upon the particular context of higher education and the nature of its services (Hemsley–Brown & Oplatka, 2006). Research on many marketing activities, such as branding it is seen to be at a pioneer stage (Hemsley–Brown & Goonawardana, 2007). The marketing field it is still to be developed and adapted for the higher education sector, without probably ever being applied in the same way as in the business sector.

5.4 Recommendations

As a cause, loyalty initiates a series of economic effects that cascade through the educational institutions; some thing is suggested as follows:

(1) Revenues and market share grow as the best customers are swept into the educational Institutions, building loyal customers, positive word of mouth and referrals (Thurau, Th, He, et, al. 2002). Because the institution's value proposition is strong, it can afford to be more selective in new customer acquisition and to concentrate its investment on the most profitable and potentially loyal prospects, further stimulating sustainable growth (Gronroos, Ch. 1994).

(2) Spiraling productivity coupled with the increased efficiency of dealing with loyal customers generates the kind of cost advantage that is very difficult for competitors to match. Sustainable cost advantage coupled with steady growth in the number of loyal customer (Gummesson, 1994, Gronroos, Ch, 1994).

5.4.1 Recommendations to policy makers

1. The organization's strategic business objectives should guide the selection of financial and market performance metrics. If a company's strategy centers on growth and expansion, then it should focus on growth rate and/or market share metrics. Alternatively, if the strategy centers on leveraging the profit potential of the existing customer base, then such indicators as average customer net present value or customer retention/longevity may be most appropriate.
2. Valuable learning can be obtained from all three of the linkage approaches discussed in this study. The decision to use the method of projection, the method of direct

linkage, or some combination of both, should be directed by an evaluation of the relevance and presence of the influential factors discussed above.

3. Loyal long-term employees learn on the job how to reduce costs and improve quality, which further enriches the customer value proposition and generates superior productivity. The educational institutions can then use this productivity surplus to fund superior compensation and better tools and training, which further reinforce employee productivity, compensation growth, and loyalty (Gummesson, 1994).

4. There is no substitute for a solid database in which measures of customer dis/satisfaction, value, and loyalty can be integrated with indicators of financial and marketplace performance. Availability, location, and ownership of customer and market/financial information may pose a significant challenge to building such a database, but this challenge must be addressed if the organization expects to go very far with linkage analysis.

5. In the short-term, both projective and cross-sectional direct linkage techniques can be used to help senior executives and other key stakeholders visualize the financial/marketplace impact of customer satisfaction, value, and loyalty.

6. In the long-term: (a) simulating the costs and benefits of alternative intervention, improvement, and/or change strategies; and (b) linking trends in customer metrics to trends in key business indicators, probably create the most favorable odds of sustaining the interest of and commitment to customer satisfaction and loyalty on the part of senior.

5.4.2 Recommendations to institutions

1. Revenues and market share grow as the best customers are swept into the educational institutions, building loyal customers, positive word of mouth and referrals (Thurau, Th, He, et, al. 2002). Because the institution's value proposition is strong, it can afford to be more selective in new customer acquisition and to concentrate its investment on the most profitable and potentially loyal prospects, further stimulating sustainable growth (Gronroos, Ch. 1994).
2. Sustainable growth enables the educational institution to attract and retain the best employees. Consistent delivery of superior value to customers increases employee' loyalty by giving them pride and satisfaction in their work. Furthermore, as long-term employees get to know their long-term customers to connect with them, they learn how to deliver still more value, which further reinforces both customer and employee loyalty.
3. Loyal long-term employees learn on the job how to reduce costs and improve quality, which further enriches the customer value proposition and generates superior productivity. The educational institutions can then use this productivity surplus to fund superior compensation and better tools and training, which further reinforce employee productivity, compensation growth, and loyalty (Gummesson, 1994).
4. Spiraling productivity coupled with the increased efficiency of dealing with loyal Customers generates the kind of cost advantage that is very difficult for competitors to match. Sustainable cost advantage coupled with steady growth in the number of loyal customer (Gummesson, 1994, Gronroos, Ch, 1994).

5.5. Areas for future Research

The faculty and student surveys used in this study would easily apply to other universities throughout the country. Although the correlations found in this study demonstrate some interesting and applicable findings, it would be fascinating to determine if they also are found if applied to other institutions. If this was performed, it might be possible to find similarities amongst universities who typically value one aspect of a faculty member's responsibility over the other two, and one could hypothesize that this would have an effect on the satisfaction correlations that could be found at those institutions. Other similarities might be found amongst additional large, public universities located in urban areas like St Joseph collage of engineering. One would theorize that these institutions would differ greatly from those with opposite characteristics.

It would also be beneficial for colleges and universities to conduct the first part of the student survey which deals with their decision process for choosing to attend the university. Admissions offices can always benefit from understanding this information so that they can appropriately prepare their marketing materials and recruitment presentations that would cater to what the students are looking for in their institution. Another possibility for further research would involve assessing the origins of faculty and student satisfaction that goes beyond their relationship with one another. Both parties interact extensively with administrators and other university staff who all contribute to their opinions of the institution and can play a major role in determining the overall satisfaction of these groups with the university.

Perhaps one contributor to faculty and student satisfaction with the university would be the strength of the program as identified by its national ranking. A fascinating study would involve determining if individuals from an academic department perform better if the department is more highly ranked and this results in both the faculty and the students increased satisfaction. University departments are frequently ranked by a number of external parties which can be the source of both pride and frustration for university administrators and academics alike, yet it would be fascinating to determine their impact on its stakeholder's satisfaction. Now that the basic procedure for determining correlations between faculty and student satisfaction have been developed through this study, there are numerous opportunities to understanding the affects of these relationships that can be performed in the future.

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Appendix 1: Questionnaire for STUDENTS

Customers' Questionnaire

To be answered by Students of ST. JOSEPH COLLEGE OF ENGINEERING

Dear respondent,

This questionnaire is intended to collect information on the study of the impact of customer service on revenue collection at ST. JOSEPH COLLEGE OF ENGINEERING

The study is conducted in Kinondoni Municipal in Dar es salaam. The questionnaire is administered by an MBA student of the University of Dodoma conducting the study in partial fulfillment of the Masters degree in Business Administration. The information being gathered will be **confidential** and used solely for **academic purpose** and **not otherwise**. Please respond correctly to enable the researcher to attain the intended objectives.

Please just tick the most appropriate answer out of the given range of options on each question provided.

1. Does the College provide sufficient and reliable services to its customers?

- (a) Yes
- (b) No

2. Do you think the provided service satisfies the demand?

- (a) Yes
- (b) No

3. How long did it take to finish your course in the college?
 - (a) Less than 6 months
 - (b) Between 6 – 12 months
 - (c) Between 1 – 2 Years
 - (d) More than two years

4. How do you rank the time taken?
 - (a) Very good
 - (b) Good
 - (c) Satisfactory
 - (d) Poor
 - (e) Very poor

5. How long did it take to get your results after doing the examinations?
 - (a) Less than 1 month
 - (b) Between 1 to 3 months
 - (c) Between 4 to 6 months
 - (d) More than 6 months

6. Do your lecturers competent and do what you expected?
 - (a) Yes
 - (b) No
 - (c) Not applicable

7. Do you often get advice and counselling about academic matters?
- (a) Yes
 - (b) No
8. How do you rank the college with respect to other higher learning institutions ?
- (a) Excellent
 - (b) Very good
 - (c) Good
 - (d) Fair
9. Does your college have all necessary learning facilities?
- (a) Yes
 - (b) No
10. How much time do you normally spend to get service from the college librarian?
- (a) Less than 5 minutes
 - (b) Between 5 – 15 minutes
 - (c) Between 16 – 30 minutes
 - (d) More than 30 minutes
 - (e) Not Applicable
11. How much time do you normally spend discussing with your fellow?
- (a) Less than 5 minutes
 - (b) Between 5 – 15 minutes
 - (c) Between 16 – 30 minutes
 - (d) More than 30 minutes

(e) Not applicable

12. How do you rank the competences of the college staff?

(a) Very good

(b) Good

(c) Satisfactory

(d) Poor

(e) Very poor

13. Do you think the service rendered to you as a customer has any positive correlation with the tuition fees paid from you?

a. Yes

b. No

14. To what extent do you think the service rendered to you as a customer has a positive correlation with the tuition fees paid from you?

a. Below 30 percent

b. Between 30 to 50 percent

c. 51 to 70 percent

d. Above 70 percent

15. What are the challenges facing St. Joseph college of Engineering ?

1.....

2.....

3.....

4.....

5.....

16. Does the tuition fees paid to the college fair and reasonable?

(a) Yes

(b) No

17. Does the college provide accommodations which are around the college environment?

(a) Yes

(b) No

18. Which degree programmes are offered by the college?

(a) Mechanical

(b) Electrical

(c) Civil

(d) Chemical processing

(e) Telecommunication

(f) Computer science

(g) Any mention them

19. Do you think employees of St Joseph College do perform their duties properly?
- (a) Yes
 - (b) No
20. How do you rank St Joseph college employee's caring ability or being good listener to customers?
- (a) Very good
 - (b) Good
 - (c) Satisfactory
 - (d) Poor
 - (e) Very poor
21. How do you rank the current services provided by St Joseph college of Engineering
- (a) Very Good
 - (b) Good
 - (c) Satisfactory
 - (d) Poor
 - (e) Very poor
22. Does the environment and service facilitating centres look attractive for learning purposes?
- (a) Yes
 - (b) No
23. Do you think College employees have adequate knowledge to handle students?
- (a) Yes
 - (b) No

24. How many times do you fail your subject(s) and you do for the second time?

- (a) Less than 2 times
- (b) Between 2 – 4 times
- (c) Between 5 – 7 times
- (d) More than 8 times

25. How long it take you moving from your home to the college?

- (a) Less than 1 hour
- (b) Between 1 to 6 hours
- (c) Between 7 to 12 hours
- (d) More than one day

26. How do you rank the time taken?

- (a) Very good
- (b) Good
- (c) Satisfactory

27. Does the college have internet services?

- (c) Yes
- (d) No

28. How many times do you use college computers for internet services?

- (a) 1 time
- (b) 2 times
- (c) 3 times
- (d) More than 3 times
- (e) None

29. If you are given options to choose another learning institution, which you could choose?

(a) DSM university

(b) DIT

(c) MTC

Could you please give reasons for the choice you have made?

30. Which marketing mix strategies used by the college to satisfy students?

1.....

2.....

3.....

4.....

5.....

31. What do you think are the challenges facing St Joseph College of engineering to in provision of customer service?

(a) Customer do not get what are

promised.....YES/NO

(b) Insepability.....YES/NO

(c) Product and service are not available.....YES/NO

(d) Limited Differentiation.....YES/NO

(e) Lack of Trust.....YES/NO

(f) Geographical Dispersion.....YES/NO

32. Please fill the following table by indicating the degree of ranking for the following statement as:

- 1 = Most challenge
- 2 = More Challenge
- 3 = Less Challenge
- 4 = Least Challenge
- 5 = Not a Challenge

Customer do not get what are promised	1	2	3	4	5
Insepability					
Product and service are not available					
Limited Differentiation					
Lack of Trust					
Geographical Dispersion					
Unreliable and ineffective Information Technology					

Appendix 2: Questionnaire for ST. JOSEPH COLLEGE OF ENGINEERING

Employees

QUESTIONNAIRE 2

Employees' Questionnaire

To be answered by employees of ST. JOSEPH COLLEGE OF ENGINEERING

Dear respondent,

This questionnaire is intended to gather information on the study of the impact of customer service on revenue collection at ST. JOSEPH COLLEGE OF ENGINEERING

The study is conducted in Kinondoni Municipal in Dar es salaam region. The questionnaire is administered by an MBA student of the University of Dodoma conducting the study as partial fulfillment of the Masters degree in Business Administration. The information being collected will be **confidential, used solely for academic purpose, and not otherwise**. Please respond correctly to enable the researcher to attain the intended objectives.

Please just circle the most appropriate answer out of the given range of options on each question provided.

1. What is your Position?
 - (a) Top management officer
 - (b) lecture
 - (c) Board member
 - (d) Other employees

2. What is your Education level?
 - (a) Primary School
 - (b) Secondary School
 - (c) Diploma
 - (d) Degree/Postgraduate

3. How long have you been in your current job position?

4. Have you attended any customer care course?
 - (a) Yes
 - (b) No

5. Have you attended any other course related to your job?
 - (a) Yes
 - (b) No

6. Are you satisfied with the work you are currently doing?
 - (a) Yes
 - (b) No

7. Are you satisfied with the existing level of salary?
 - (a) Yes
 - (b) No

8. Why are you not satisfied with the existing level of the salary?
 - (a) The salary is not enough to satisfy my necessary needs
 - (b) More works per day than I am paid for
 - (c) Standard of living has raised compared to salary increment
 - (d) Other (Specify).

9. To what extent does income satisfy your needs; hence motivate you to work hard?
 - (a) Below 20 percent
 - (b) Between 20 to 40 percent
 - (c) Between 41 to 70 percent
 - (d) Above 70 percent

10. When you were last promoted?
 - (a) Less than 1 year ago
 - (b) 1 - 5 years ago
 - (c) More than 5 years ago
 - (d) I have never been promoted

11. What is the relationship that exists between you and your employer?

- (a) Very strong relationship
- (b) Somehow good relationship
- (c) Very weak relationship
- (d) Weak relationship

12. To what extent do you think you meet customers' needs and expectations?

- (a) Below 30 percent
- (b) Between 30 to 50 percent
- (c) 51 to 70 percent
- (d) Above 70 percent

13. Please fill the following table by indicating the degree of agreement or disagreement

for the following statement ranking as:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

	1	2	3	4	5
Employees get adequate support from the management to do their job well					
There is enough working tools/equipment to deliver services as required					
There is enough materials to meet the customers demand					
I don't like to work in this institution					
Employees are adequately trained on customer service					
Employees are well motivated to do their jobs					

14. Do you think the service you are rendering to customers has any positive correlation with the tuition fees collection from them?

- (a) Yes
- (b) No

15. To what extent do you think the service you are rendering to customers has a positive correlation with the tuition fees collection from customers?

- (a) Below 30 percent
- (b) Between 30 to 50 percent
- (c) 51 to 70 percent
- (d) Above 70 percent

16. What do you think are the challenges facing St Joseph College of engineering to in provision of customer service?

- (a) Customer do not get what repromised.....YES/NO
- (b) Insepability.....YES/NO
- (c) Product and service are not available.....YES/NO
- (d) Limited Differentiation.....YES/NO
- (e) Lack of Trust.....YES/NO
- (f) Geographical Dispersion.....YES/NO

17. Please fill the following table by indicating the degree of ranking for the following statement as:

- 1 = Most challenge
- 2 = More Challenge
- 3 = Less Challenge
- 4 = Least Challenge
- 5 = Not a Challenge

	1	2	3	4	5
Customer do not get what are promised					
Insepability.					
Product and service are not available					
Limited Differentiation					
Lack of Trust					
Geographical Dispersion					

18. What marketing mix strategies used in the college.....

19. What is the relationship between marketing mix strategies and customer satisfaction.....

.....

.....

.....

