

**PRODUCT POSITIONING AND BUSINESS SUCCESS, A CASE STUDY OF
MUKWANO GROUP OF COMPANIES**

BY

**SEBIT MOSES
BBA/30163/123/DU**

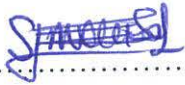
**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS
AND MANAGEMENT AS A PARTIAL REQUIREMEN FOR THE
AWARD OF THE DEGREE OF BACHELORS OF BUSINESS
ADMNISTRATION-MARKETING OF
KAMPALA INTERNATIONAL
UNIVERSITY**

JUNE, 2014

DECLARATION

I, Sebit Moses declare that this is my effort and original work and that it has never been submitted for any other academic purpose, to any higher institution or university for any award.

Signed



SEBIT MOSES

Date.....

30/06/2014

APPROVAL

I certify that Sebit Moses carried out the study and wrote this report under my supervision. The report has been presented for examination with my approval as a University academic supervisor

.....

.....

Mr. Mugume Tom
Supervisor

Date

DEDICATION

I dedicate this research to my parents my brother Lotigo Samuel and my uncle William Mawa for providing me with all the support towards my studies. This has opened more chances especially the fact that am now in position to make a reasonable contribution to nation building.

ACKNOWLEDGEMENT

I thank the Almighty God, for providing me the grace and sustaining my interests and the love for learning.

My special thanks go to my supervisor Mr. Mugume Tom for the insight and answering a number of inquiries I put to him without forgetting very valuable suggestions and comments.

I wish to extend my gratitude to my lovely sisters and brothers their bright and developmental ideas that could help me overcome stress especially when work could be too difficult for me.

In a relatively thankful tone, I regard my immediate superiors who always influenced my movement from the workplace to the study center (KIU), these challenged me to sustain my conviction in the choice of education.

I owe gratitude to my friends and the rest who consoled me during the Hard Times such that I would regard them as sizzling moments not capable of frustrating my course.

I thank you all and God bless you.

TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT	viii
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Back ground to the study	1
1.2 Statement of the problem.....	4
1.3 Purpose of the study	4
1.4 Objectives of the study	5
1.5 Research questions	5
1.6 Scope of the study.....	5
1.6.1 Content scope	5
1.6.2 Time scope.....	5
1.6.3 Geographical scope.....	5
1.7 Significance of the study	6
1.8 Conceptual framework	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Products positioning	8
2.2 Business success in organizations	10
2.3 Other factors are affecting business success in organizations.....	12
2.4 Relationship between product positioning and business success	16
CHAPTER THREE	19
METHODOLOGY	19
3.0 Introduction	19
3.1 Research design	19
3.2 Population of the study	19
3.3 Sample size	20

3.3.2 Sample Technique	20
3.4 Data sources.....	21
3.4.1 Primary source.....	21
3.4.2 Secondary Source	21
3.5 Data collection instrument.....	21
3.5.1 Questionnaire.....	21
3.5.2 Interview guide	21
3.6 Validity and Reliability of the Instruments	21
3.6 Ethical procedure.....	22
3.7 Data analysis.....	22
3.8 Limitations of the study	23
CHAPTER FOUR	24
PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS	24
4.0 Introduction	24
4.1 Bio- data of Respondents.....	24
4.1.1 Gender of respondents.....	24
4.1.2 Age distribution of respondents.....	25
4.1.3 Academic Qualifications of respondents.....	25
4.4 Marital status	26
1.5 Time respondents have worked at Mukwano group of Companies	26
4.2 Product positioning strategies used by Mukwano group of companies	27
4.2.2 Product positioning strategies used at Mukwano group of companies	28
4.2.3 Challenges associated with product positioning at Mukwano group of companies.....	29
4.3 The extent of business success at Mukwano group of companies.	30
4.3.1 Whether business at Mukwano group of companies is successful.....	30
4.3.2 Extent of business success at Mukwano group of companies	30
4.3.3 How to improve business success at Mukwano group of companies.....	31
4.4 Other factors affecting business success at Mukwano group of companies.....	31
4.4.2 Other factors contributing to business success at Mukwano group of companies	32
4.5 Relationship between product positioning and business success in Mukwano group of companies.	33

CHAPTER FIVE	35
SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND AREAS OF FURTHER STUD.....	35
5.0 Introduction	35
5.1 Summary of the findings	35
5.1.1 Profile of respondents.....	35
5.1.2 Product positioning strategies.....	35
5.1.3 Business success at Mukwano group of companies	36
5.1.4 Other factors are affecting business success at Mukwano group of companies.....	36
5.1.5 Relationship between product positioning and business success in Mukwano group of companies	36
5.2 Conclusion	36
5.3 Recommendations.....	37
5.4 Areas of further study	39
REFERENCES	40
APPENDICES	43
APPENDIX A: Research Questionnaire	43
Appendix B: Curriculum Vitae.....	45

ABSTRACT

The purpose of the study was to establish the relationship between product positioning and business success at Mukwano group of companies. It was based on four research objectives. Establishing the product positioning strategies used by Mukwano group of companies, Examining the extent of business success at Mukwano group of companies; Establish other factors affecting business success at Mukwano group of companies and assessing the relationship between product positioning and business success in Mukwano group of companies. The study employed correlation designs based on both qualitative and quantitative research approaches. The study also employed a sample population of 100 respondents who were employees of Mukwano group companies, this were interfaced with the use of a research questionnaire. The findings were that Mukwano group of companies employ positioning strategies with the majority accounting for User product positioning (30%), Positioning by price and quality 15% respondents, Positioning by class had 12%, Using product characteristics 11% of the respondents and Cultural symbols positioning was recorded with 10%. .It was found that Business at Mukwano group of companies is successful according to 65% of the respondents while 35% disagreed with 34% argued that business success is very high. B business success would be increased according to respondents through 50% of respondents who argued that there is need to intensify marketing while 21% argued for improving product quality, 19% contend that branding need to be improved and 10% were for Provision of necessary internal infrastructure. Capital for continuous funding cited as having majority agreement 31%, 24% argued for a favorable political environment, highly skilled human resource had 17% of respondents, improved technology had 15 while 13% was recorded for weak competition. Mukwano group of companies provided that 63% of the respondent agreed that positioning contributes to business success in Mukwano group of companies. This is through informing customers on available goods with 37% agreement, out pacing competition had 23% responses; customer quality provision had 22% while differentiation of products had 18% .The study identifies an average business success, a minimal positioning of products, therefore recommend that healthy competition be encouraged among the team members at Mukwano group of companies, the need for customer satisfaction, Product differentiation, Separating the overall product focus measure into its two-dimensional components permits, technological adoption, tailoring a product or its marketing so that it stands out from the competition and people want to buy it, attempt to find their own path of progress by relying on strategies which allow them to access new markets and adopting effective brand Positioning is contingent upon identifying and communicating a brand's uniqueness, differentiation and verifiable value. The researcher recommended other areas of further study as branding and business success, Product differentiation and business success and Product quality and business success.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter looks at the background of the study, statement of the problem, purpose of the study, specific objectives, and research questions, scope of the study and significance of the study.

1.1 Back ground to the study

Product positioning is regarded as one of the core principles of marketing theory and practice. The near universal exaltation is "thou shalt differentiate" (e.g. Fulmer et al, 1980) with the clear implication that marketers should be judged on how well they position their brands. Such fundamental tenets deserve rigorous theoretical inspection as well as empirical testing. Science progresses not through consensus and the accumulation of conventional wisdom, but through competitive inquiry, questioning and testing. In this article we present theoretical and empirical evidence that throws doubt on the central positioning in brand strategy.

Collins, M., 2002 argued that product positioning is a marketing technique intended to present products in the best possible light to different target audiences. The method is related to "market segmentation" in that an early step in major marketing campaigns is to discover the core market most likely to buy a product or the bulk of the product. Once segmentation has defined this group ("active seniors," "affluent professional working women," "teens") the positioning of the product consists of creating the message likely to reach this group. Positioning involves symbol and message manipulation, including displays and packaging.

Positioning is what you do to the mind of the prospect. That is, you position the product in the mind of the prospect. So it's incorrect to call the concept 'product positioning. As if you were doing something to the product itself. Not that positioning doesn't involve change. It does. But changes made in the name, the price and the package are really not changes in the product at all. Positioning is also the first body of thought that comes to grips with the problems of getting heard in our over communicated society.

Louis E. Boone and David L. Kurtz, in their book *Contemporary Marketing*, put it this way: "Product positioning refers to consumers' perceptions of a product's attributes, uses, quality, and advantages and disadvantages relative to competing brands. Marketers often conduct marketing research studies to analyze consumer preferences and to construct product position maps that plot their products' positions in relation to those of competitors' offerings.

Globally, the Concepts like segmentation and "positioning" typically arise in the large rather than in the "small" business context. The underlying concepts apply to both, but access to the mass market requires substantially more preparation. These methods have thus developed of necessity and in order to save money. They do not represent some kind of "high sophistication" the small business has overlooked. Small business owners practice positioning as much as the giants and multinationals but the small business owners think of these things differently and do not use the phrases. So multinational corporations across the globe employ position their products in different localities to attract customers. Kotler, Philip; Gary Armstrong, Veronica Wong, John Saunders (2010).

Brian Solis (2011) contend that the preparation of major product introductions and related packaging design, promotional and advertising campaigns, incentives for the supply channel in Africa is very costly. Money can be wasted unless careful planning comes quite early. Most aspects of position has not gained root in mostly the sub-Saharan Africa Market segmentation is an early step in the positioning of products, is intended both to limit the costs of sales and marketing and also to channel the money to the most cost-effective points in the communications network. Related market research, distinct from segmentation, is often used to set price points, identify competitive aspects of the product.

Market segmentation is ultimately a highly developed extension of such quite common-sense linkages between social, demographic, income, and gender groups and the products these typically buy or shun. It might be argued that segmentation studies have gone too far, that the slicing and dicing of sub-sub-sub groups has reached rather silly extremes, but those who spend the money on highly elaborate market surveys and focus groups at least believe in the effectiveness of such techniques.

Uganda's level of Product positioning is derived from similar marketing studies. Research of this type will determine the different reactions of distinct and measurable groupings of consumers. Some will have a high level of enthusiasm, others will be indifferent. Most organizations in Uganda have had or have poor strategies of marketing their goods. The largest grouping returning a favorable opinion is then selected as the target market; the marketing message is tailored to appeal most specifically to this group and will be shown most frequently in media this group routinely uses. Positioning, of course, may extend to several secondary groups as well, so that a product may be launched with somewhat different emphases and approaches in different media depending on who is watching, listening, or reading. Positioning becomes a very complex process in that attempts are made to coordinate all aspects of the symbology, to echo the very words people used in focus groups, and to select those images, packages, and lifestyle linkages identified earlier. Occasionally it happens, contrary to the opinion expressed by Ries and Trout, that the product itself may be significantly modified especially if most consumer groups polled found fault with some features. A rather vast body of knowledge, expertise, and interpretation has developed around this type of research in order properly to discern what consumers really mean, how their views and actions correspond, and so on. The amount of effort expended and professional skills deployed is directly related to the very large amounts of money expended on persuasion generally, Driesener, C. (2006).

Business success means that the organizational establishment is able to realize the goals and objectives for which they are established. The measures of business success can preliminarily include profits, market share increase, market growth, and increase in customer numbers among others. The application of a positioning strategy should be realized in conditions where the business field is capable to fulfill certain elementary conditions. Among these, the most important is the one concerning segmentation possibilities offered by the business field. In case a business field is relatively compact offering few market segments or the differences between segments are most of times insignificant, positioning on these markets is inefficient, positioning on these markets is inefficient and less competitive offering great possibilities of attack from the competitors. More, necessary efforts for satisfying and maintenance of a segment are extremely expensive, generating supplementary costs making unprofitable and profitless that activity

(business). In these conditions, the business sector would be dominated by firms aiming a cost leader strategy of volume activities fighting to offer the smallest prices on that market.

Probably the biggest difference between mass marketers and small businesses is that small operations practice product positioning but without the very costly machinery of elaborate and formal segmentation, market research, and testing paid for by the big companies. To be sure, some small businesses (those of the larger kind and able to spend such dollars) do conduct studies quite similar to the majors. But in most small businesses the positioning of products is based on the opinions of the business owner, his or her family, and selected friends and customers. To some extent small businesses also conduct what might be called "experiential" studies once products are launched. They observe who buys most of the product, receive feedback from the market, and then later, in response, modify the ways in which they advertise, where they advertise, how they label, how they display product in the store, and even how they package. Kerin, Hartley and Rudelius (2001)

1.2 Statement of the problem

Mukwano group of companies though a company of good repute and a profitable company is faced by many challenges among them is intense competition and rivalry from competitor companies such as Uniliver Uganda limited , Bidco this graduates into low profits among other things increased production costs that has seen a company's activities slow down resulting in a shrunken market share, low sales volumes, customers dissatisfaction, and inability to pay suppliers and others caused by similar products on the challenges denoted above influence the business performance negatively. The challenge of intense competition is simply due to poor product positioning by the company products. It is as a result of this that the researcher intend to carry out an investigation into Mukwano group of companies on product positioning and success of Mukwano group of companies so as to adopt measures for customer improvement and tilt the current state of affairs in the company so as to provide appropriate mechanisms in curbing challenges encountered in the organization. (New vision, February 3rd, 2009).

1.3 Purpose of the study

The purpose of the study was to establish the effects product positioning on business success in Mukwano group of companies.

1.4 Objectives of the study

- 1) To establish the product positioning strategies used by Mukwano group of companies.
- 2) To establish the extent of business success at Mukwano group of companies.
- 3) To establish other factors affecting business success at Mukwano group of companies.
- 4) To establish the relationship between product positioning and business success in Mukwano group of companies.

1.5 Research questions

- 1) What are the products positioning strategies used by Mukwano group of companies?
- 2) What is the extent of business success at Mukwano group of companies?
- 3) Which other factors are affecting business success at Mukwano group of companies?
- 4) What is the relationship between product positioning and business success in Mukwano group of companies?

1.6 Scope of the study

1.6.1 Content scope

The study was limited to product positing and business success in organizations so the research centered on getting all the relevant data and information about this subject.

1.6.2 Time scope

The research was carried out for the period of 3 months from the year 2014 April to June 2014. This time period is chosen because of less academic activities at the university.

1.6.3 Geographical scope

The research was confined to Mukwano Group of companies located in industrial area in the Kampala capital centre due to a range of activities handled by the organization in line with the marketing function and its accessibility by the researcher.

1.7 Significance of the study

The study will be significant in the following ways.

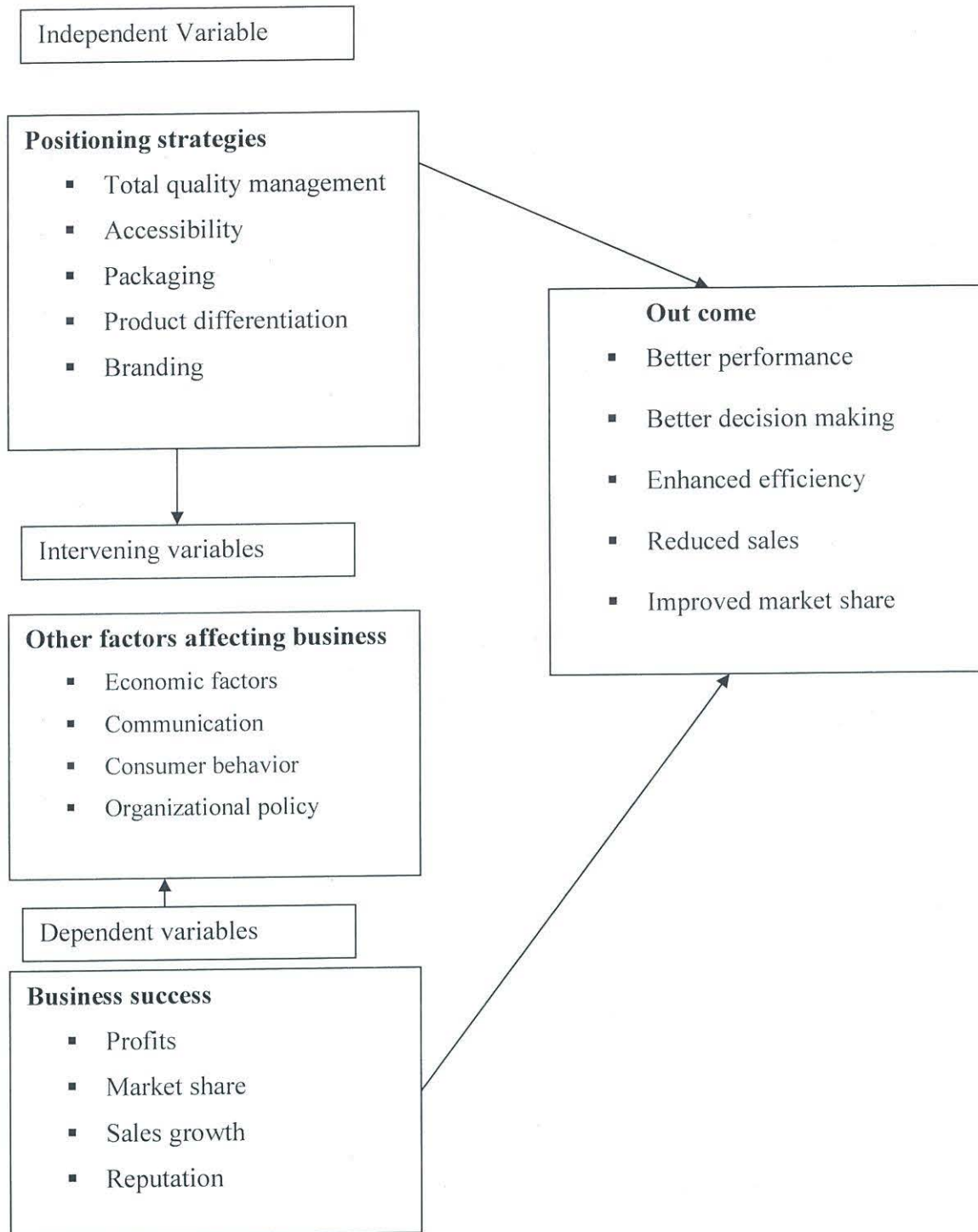
For other business organizations, the study will be help in providing measures for streamlining the marketing function through product differentiation and effective positioning to enhance business success.

Governmental institutions will be enabled to know how to control the marketing function since money they get from the treasury is limited and they do not want use money on inventory that would not be used.

Other academic researchers are to use the data collected to come up with better aspects of managing the entire market mix other than the one developed.

The study will provide findings that will provide recommendations that will be adopted for improved product positioning at Mukwano group of companies

1.8 Conceptual framework



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

2.0 Introduction

This section showed all the literature that was used in the study. This helped the researcher in data compilation and making the analysis in the research report. In this literature review, several materials for example textbooks, magazines, pamphlets news papers and the internet will be consulted.

2.1 Products positioning

A positioning strategy is vital to provide focus to the development of an advertising campaign. The strategy can be conceived and implemented in a variety of ways that derive from the attributes, competition, specific applications, the types of consumers involved, or the characteristics of the product class. Each represents a different approach to developing a positioning strategy, even though all of them have the ultimate objective of either developing or reinforcing a particular image of the brand in the mind of the audience. Seven approaches to positioning strategy will be presented; (1) using product characteristics or customer benefits, (2) the price-quality approach (3) the use or applications approach, (4) the product-user approach, (5) the product-class approach and (6) the cultural symbol approach. M. H. Meyer & E. B. Roberts (1986)

Products positioning strategies

Using Product Characteristics or Customer Benefits

J. Kettingham & J. White (1984) stressed that probably the most-used positioning strategy is to associate an object with a product characteristic or customer benefit, imported automobiles illustrate the variety of product characteristics that can be employed and their power in image creation. Honda and Toyota have emphasized economy and reliability and have become the leaders in the number of units sold. Myers and Shocker have made a distinction between physical characteristics, pseudo physical characteristics, and benefits, all of which can be used in positioning. Physical characteristics are the most objective and can be measured on some

physical scale such as temperature) color intensity, sweetness, thickness, distance, dollars, acidity, saltiness, strength of fragrance, weight, and so on. Pseudo physical characteristics, in contrast, reflect physical properties that are not easily measured. Examples are spiciness, smoky taste, and tartness, type of fragrance (smells like a greasiness, creaminess, and shininess. Benefits refer to advantages that promote the well-being of the consumer or user.

Positioning by Price and Quality

The price-quality product characteristic is so useful and pervasive that it is appropriate to consider it separately. In many product categories, there exist brands that deliberately attempt to offer more in terms of service, features, or performance. Manufacturers of such brands charge more, partly to cover higher costs and partly to help communicate the fact that they are higher quality conversely, in the same product class there are usually other brands that appeal on the basis of price, although they might also try to be perceived as having comparable or at least adequate quality. It is usually very difficult to compete successfully using both quality and price: Sears is just one advertiser that has faced the very tricky positioning task of retaining the image of low price while communicating a quality message. There is always the risk that the quality message will blunt the basic low-price position or that people will infer that if the prices are low, the quality must be low, too. Huggins, R. (2000).

Positioning by Use or Application

Another way to communicate an image is to associate the product with a use, or Campbell's Soup for many years positioned itself as a lunch-time product and used noontime radio extensively. AT&T associated long-distance calling with communicating with loved ones in its "Reach out and touch someone" campaign. Products can, of course, have multiple positioning strategies, although increasing the number involves obvious difficulties and risks. Often a positioning-by use strategy represents a second or third position for the brand, a position that deliberately attempts to expand the market. Huggins, R. (2000).

Positioning by Product User

Another positioning approach is to associate a product with a user or a class of users. Michael Jordan, for example, was used by products as diverse as Nike, Gatorade, and McDonald's. Many cosmetic companies have used a model or personality to position their product. Makers of casual

clothing such as jeans have introduced designer labels' such as Calvin Klein or Jordache to develop a fashion image. The expectation is that the model or personality will influence the product's image by reflecting the characteristics and image of the model or personality corn- was positioned as a beer for the heavy beer drinker (called 'Six Pack Joe' in the industry), who wants to drink a lot but dislikes that filled-up feeling. P. Anderson (1986)

Positioning by Product Class

Some products need to make critical positioning decisions that involve product-class associations. For example, Maxim freeze-dried coffee, the first one in the market, needed to position itself with respect to regular and instant coffee. Some position themselves with respect to butter. Dried milk makers came out with instant breakfast positioned as a breakfast substitute and a virtually identical product positioned as a dietary meal substitute. The toilet soap Dove positioned itself apart from the soap category as a cleansing cream product, for women with dry skin. The soft drink 7-Up was for a long time positioned as a beverage that had a "fresh clean taste" that was 'thirst quenching.'" However, research uncovered the fact that most people did not regard 7-Up as a soft drink but rather as a mixer beverage; therefore, the brand tended to attract only light soft-drink users. Cooper (2000)

Positioning by Cultural Symbols

Many advertisers use deeply entrenched cultural symbols to differentiate their brand from competitors. The essential task is to identify something that is very meaningful to people that other competitors are not using and associate the brand with that symbol. The Wells Fargo Bank, for example, uses a stagecoach pulled by a team of horses and very nostalgic background music to position itself as the bank that opened up the west. Advertising is filled with examples of this kind of positioning strategy, Marlboro cigarettes chose the American cowboy as the central focus to help differentiate its brand from competitors and developed the Marlboro Man The Green Giant symbol was so successful that the packing company involved was renamed the Green Giant Company.

2.2 Business success in organizations

Firm performance refers to the firm's success in the market, which may have different outcomes. Firm performance is a focal phenomenon in business studies. However, it is also a complex and

multidimensional phenomenon. Performance can be characterized as the firm's ability to create acceptable outcomes and actions. Success, in general, relates to the achievement of goals and objectives in whatever sector of human life. In business life, success is a key term in the field of management, although it is not always explicitly stated. Success and failure can be interpreted as measures of good or indifferent management. In business studies, the concept of success is often used to refer to a firm's financial performance. However, there is no universally accepted definition of success, and business success has been interpreted in many ways (Foley & Green 1989). There are at least two important dimensions of success: 1) financial vs. other success; and 2) short- vs. long-term success. Hence, success can have different forms, e.g. survival, profit; return on investment, sales growth, number of employed, happiness, reputation, and so on. In other words, success can be seen to have different meanings by different people. In spite of these differences, people generally seem to have a similar idea of the phenomenon, i.e. of what kind of business is successful.

There is considerable variation in the criteria for success used in previous studies. Empirical studies of factors affecting SME success can be roughly divided into two groups according to whether they focus on a quite limited set of variables or try to capture more holistic profiles of successful SMEs. Previous empirical research has used both surveys and case studies. There are also some compilations of the results of previous studies of the factors contributing to firm success. For instance, Storey (1994) has compiled the results of previous studies focused on the birth, growth and death of small firms, on the basis of which he presents some normative "dos and don'ts" lessons for small firms. Md. Aminul Islam, Ezaz mian and Muhammad Hasmat Ali (2008) in their study of SMEs in Bangladesh found that products and services, the way of doing business, management know-how and, external environment are most significant factors in determining the business success of organizations.

The following recent studies based on surveys have dealt with the factors affecting SME success. Nurul Indarti and Marja Langenberg (2005) identified key components to be important in analyzing the business success of SMEs which includes the characteristics of the entrepreneurs; the characteristics of the SMEs; and the contextual elements of SME development. Westhead (1995) studied factors influencing the survival of 227 high-technology small firms. Ghosh and

Kwan (1996) made a cross national intersectoral study of the key success factors of 152 SMEs in Singapore and 164 SMEs in Australia. Kauranen (1996) carried out a follow-up study of 37 new manufacturing firms in Finland and studied the determinants of the future success of the firm in the short term and in the long term. Further explored critical success factors for small firms in several industry sectors based on the perceptions of 220 South Pacific entrepreneurs. Wijewardena and Cooray (1996) explored the importance of a set of success factors by studying a sample of 300 small manufacturing firms in Japan. Gadenne (1998) investigated the effect of various management practices on small firm performance by studying 369 small businesses in the retail, service, and manufacturing industry in Australia. Bracker and Pearson (1986) studied planning and financial performance of small mature firms in the dry cleaning business. Baker et al. (1993) studied planning in successful high-growth small firms. Pelham (2000) explored the relationship between market orientation and the performance of manufacturing SMEs in eight industry sectors.

Based on the findings of earlier research, the factors affecting SME business success were classified into the following categories: (1) an entrepreneur Characteristics characteristic of SME, (3) management and know-how (Swierczek & Ha, 2003), (4) products and services (5) customers and markets (William, James, & Susan; 2005), (6) the way of doing business and cooperation (7) resources and finance. (8) strateg, (9) external environment (Huggins, 2000; and Nurul Indarti & Marja Langenberg, 2005). However only 6 factors namely Characteristics of SMEs, Management and know-how, Products and Services, The Way of Doing Business and Cooperation, Resources and Finance and External Environment were considered for the theoretical framework of this study based on suitability with the Malaysian context. Therefore, Business success is the dependent variable and independent variables are: characteristic of entrepreneur and SMEs, management and know-how, products and services, the way of doing business and cooperation, resources and finance, and external environment.

2.3 Other factors are affecting business success in organizations

Business success and family success can be estimated by two tools. Tool 1 is completed by the business manager, and Tool 2 is completed by the household manager. To account for the influence of family success on business success and vice versa, the household manager's family

success score must be entered into the business estimator, and the business manager's business success score is entered into the family success estimator. Since exchange of the information is needed, both managers should work together to complete these tools. Hitt, M. & D. Ireland. (2000).

The word enterprise has been used in a range of contexts and meanings (Bridge, O'Neill & Cromie 2003). Salminen (2000) describes an enterprise as a controlled system consisting of a detector, a selector and an effector. The detector is the function by which a system acquires information about its environment, which is then used as the basis of the selection of a behavioral response by the selector. Finally, the behavior is executed by the effector. The measurement system of an enterprise gathers information about the changes in both the environment and the performance of the enterprise. This information is then used together with the values and the preferences of the enterprise and its management to produce decisions about the required actions. As a result, the outputs of the enterprise the products, the services, the operational performance and the financial performance are changed.

Thibault et al. (2002) suggest that factors influencing business performance could be attributed to personal factors such as demographic variable and business factors such as amount of financing, use of technology, age of business, operating location, business structure and number of full-time employees as important factors in examining the performance as small scale business operators. The most comprehensive summary of factors influencing performance was noted in a literature review by Theo, et, al. (2007) to include: individual characteristics, parental influence, business motivation and goals, business strategies, goals and motives, networking and entrepreneurial orientation. Others include environmental factors.

Economic Factors

Economic analysis, a comprehensive study of national, regional, and global economic performance and trends, represents a highly important phase of strategy development for planned, start-up, and growing businesses. Economic factors have direct impact on the potential attractiveness of various business ventures (Halborg, A. & D. McPhie).

Economic analysis yields indications on numerous variables such as: shifts in nature of economy (e.g. US shifting to a service economy), availability of credit, level of disposable income, spending propensity of people, interest rates, inflation rates, government deficits, gross domestic product trends, consumption patterns, unemployment trends, foreign currency fluctuations, stock market trends, demand shifts in various products and services in different locations, import and export trade, price indexes, monetary policies, fiscal policies, and tax rates, including economic policies of other countries and the European Economic Community (Mimer and McCanne, 2012).

Capital

One reason many small businesses fail is a lack of adequate capital. For example, you might have good sales but slow receivables. If you do not have adequate cash reserves or access to credit to pay your bills while you wait for customers to pay invoices, you might lose access to your suppliers, have to cut back on marketing or take out costly loans to make payroll. Work with your financial manager to create internal controls that help you maintain adequate working capital (Williams, 2013).

Accounting

Many of the decisions you make regarding your business depend on accurate financial reports to guide you. Even if your accountant is accurate, if you have limited data, such as from an annual budget, general ledger, or bank statements, you will not be able to set optimal prices, manage your overhead and production costs and maintain adequate cash flow. Create a financial reporting system that includes profit-and-loss statements, an up-to-day balance sheet, receivables and payables reports, cash flow projections, debt tracking and budget variance analyses (Mimer and McCanne, 2012).

Political Factors

This exercise dissects the political, governmental, and legal aspects of a particular business. Both local and global environments are studied because federal, state, local, and foreign governments are major regulators, deregulators, subsidizers, employers, and customers of organizations. The growing interdependence among economies, markets, governments, and organizations

underscores the importance of considering the political variables affecting the conception, development, and operation of any business (Kohli et al., 2012).

D. Storey. (1997) Existing and potential developments bearing on government-driven tax laws, trade quota and restraints, regulatory framework, industry subsidies, investment incentives, local content manufacturing requirements, regulated pricing, trade agreements, economic treaties, and bureaucratic processes are major political realities that must be taken into account when planning for a business. National political stability is also a key consideration (Louise, 1992).

The complexity of today's political landscape is exactly the reason why strategists now spend more time anticipating and influencing public policy actions. Entrepreneurs make sure that they have more time meeting government officials, attending government-sponsored conferences, rendering public speeches, issuing press releases, and becoming visible in trade groups, industry associations, and other congregations where updated political developments can be learnt (Lin, 2003).

Competitive Factors

An equally important part of external assessment is identifying rival firms and ascertaining their strengths, weaknesses, capabilities, opportunities, threats, objectives, and strategies. Good competitive intelligence in business, like in the military, remains to be one of the key factors for success. While collection of competitive information is a difficult task, the internet has been the leading remedial source for such information. Many strategically minded companies go to the extent of adopting a responsive competitive intelligence strategy, which is a systematic and ethical process for gathering, processing, and organizing information about competitor's activities and general business trends to support the attainment of business goals (Williams, 2013). Competitive intelligence programs seek to provide a general understanding of an industry and its competing players, identify the vulnerabilities of competitors and assess the impact of strategic actions against them, and know the potential competitive moves that can jeopardize a firm's position in the industry. (Gelles and Loseke, 2009).

Technological Factors

Technology is a business enabler that has revolutionary impact on the actual conduct of business. It contributes to achieving desired business productivity and efficiency. The Internet serves as a good example; what used to be impossibility in instantaneous global communication has become a cold reality and an urgent necessity for every business in order to succeed. The Internet, including its e-commerce and social networking adjuncts, continues to change the nature of opportunities and threats in business. It alters product life cycles, increases distribution speed, creates new products and services, changes economies of scale, redefines business relationships, and propagates borderless transactions. In short, the Internet has become an indispensable business tool (Bracker, J. & J. Pearson. (1986).

Another good example of enabling technology application refers to the advancements in superconductivity systems, which increase the power of electrical products by lowering resistance to current. These improvements revolutionize business operations, especially in transportation, utility, healthcare, electrical, and computer industries (Rebecca, 2013).

Technology, however, is a threat, a disruptive element that can cause monstrous operational problems for businesses that fail to keep pace with technological trends and innovations. This disruptive impact amplifies the essence of evaluating the technology issues surrounding the viability of a business. For example, by combining high technology and low-cost massive manpower, China-based businesses have achieved unprecedented global competitiveness. Bracker, J. & J. Pearson. (1986).

2.4 Relationship between product positioning and business success

A company, a product or a brand must have positioning concept in order to survive in the competitive marketplace. Many individuals confuse a core idea concept with a positioning concept. A Core Idea Concept simply describes the product or service. Its purpose is merely to determine whether the idea has any interest to the end buyer. In contrast, a Positioning Concept attempts to sell the benefits of the product or service to a potential buyer. The positioning concepts focus on the rational or emotional benefits that buyer will receive or feel by using the product/service. A successful positioning concept must be developed and qualified before a "positioning statement" can be created. The positioning concept is shared with the target

audience for feedback and optimization; the Positioning Statement (as defined below) is a business person's articulation of the target audience qualified idea that would be used to develop a creative brief for an agency to develop advertising or a communications strategy. Cromie, S. (2003).

Positioning Statement As written in the book *Crossing the Chasm* (Copyright 1991, by Geoffrey Moore, HarperCollins Publishers), the position statement is a phrase so formulated: For (target customer) who (statement of the need or opportunity), the (product name) is a (product category) that (statement of key benefit that is, compelling reason to buy). Unlike (primary competitive alternative), our product (statement of primary differentiation).

Differentiation in the context of business is what a company can hang its hat on that no other business can. For example, for some companies this is being the least expensive. Other companies credit themselves with being the first or the fastest. Whatever it is a business can use to stand out from the rest is called differentiation. Differentiation in today's over-crowded marketplace is a business imperative, not only in terms of a company's success, but also for its continuing survival. Campbell, Regi. (1991).

Effective Brand Positioning is contingent upon identifying and communicating a brand's uniqueness, differentiation and verifiable value. It is important to note that "me too" brand positioning contradicts the notion of differentiation and should be avoided at all costs. This type of copycat brand positioning only works if the business offers its solutions at a significant discount over the other competitor. Chaganti. (1983).

Generally, the brand positioning process involves: Identifying the business's direct competition (could include players that offer your product/service amongst a larger portfolio of solutions), Understanding how each competitor is positioning their business today (e.g. claiming to be the fastest, cheapest, largest, the 1 provider, etc.) documenting the provider's own positioning as it exists today (may not exist if startup business), comparing the company's positioning to its competitors' to identify viable areas for differentiation, developing a distinctive, differentiating and value-based positioning concept and creating a positioning statement with key messages and customer value propositions to be used for communications development across the organization

In a prolonged recession, business approaches that were effective during healthy economies often become ineffective and it becomes necessary to change a firm's positioning. Upscale restaurants, for example, which previously flourished on expense account dinners and corporate events, may for the first time need to stress value as a sale tool. Positioning a company involves more than a marketing challenge. It involves making hard decisions about how a market is shifting and how a firm's competitors will react. Often these decisions must be made without the benefit of sufficient information, simply because the definition of "volatility" is that change becomes difficult or impossible to predict.

Gupta, M. and Cawthon, G. (1996) argued that every product made is based on an identifiable engineering skill set, or what might be called a technology. Most products are in fact composed of multiple technologies, some of which are created within the company's R&D group, while others are licensed from outside sources or purchased as components. Assessing technology strategy requires investigation in depth of the internally developed technologies used in products. These technologies evolve within companies over time, finding their way into successive products. As each new product emerges, the cumulative body of the company's technology experience expands. That broadened experience becomes the base for evaluating the "incremental newness" of the technology embodied in the next new product. Our concentration is on the changes made in the key core technology which provides the firm with a proprietary, competitive edge and differentiates it from other companies making similar or substitute products. This can usually be distinguished from other "base technologies", also used by the firm in its products, but more commonly available in the marketplace as components. A firm that is in an industry characterized by rapidly advancing technology typically concentrates on one or possibly two specific key core technologies and, by packaging or integrating its core with a variety of component base technologies, generates its final products. The key core technology becomes the basis for the "value added" of the firm.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter highlighted how data is collected and analyzed. This chapter also described in detail the overall research design adopted by the study, population of the study, sample size and sample selection strategy, data collection methods, and data collection instruments, validity and reliability of instruments, data analysis, ethical procedure and limitations of the study.

3.1 Research design

Research design provides the glue that holds the research project together. A design was used to structure the research, to show how all of the major parts of the research project - the samples or groups, measures, treatments or programs, and methods of assignment - work together to try to address the central research questions (William M.K. Trochim 2006)

According to S.Sarantakos (1993), this is the most significant element of the research process where the whole research is designed, options considered, decisions made and details of the research laid down for execution. The study was carried out mainly using quantitative approach of research. The research employed the self administered questionnaire as a tool of data collection and to counter the shortcomings that would accrue from use of that tool, interviews were also conducted with some of the respondents. Correlation designs of the quantitative approach were utilized to establish the relationship between the independent and dependent variables.

3.2 Population of the study

A population refers to the total elements of the study that the researcher has interest in regards to the provision of data (Eco, E (2009). For the purpose of this study the researcher targeted the population that included the administrative staff, employees from especially the marketing department of Mukwano group of companies. The total population of the study was 135.

3.3 Sample size

A sample is the subset of a population that was used to represent the entire group as a whole. This is a fraction of the population that represents the entire population, because of financial constraints and time; the researcher selected the respondents to represent the entire population using Slovene's Formula to come up with the appropriate sample size to be used in the study. The sample size was calculated mathematically using the formula below;

$$n = \frac{N}{1 + N\alpha^2}$$

Where; n = the sample size

N = total target population, that is 135.

α = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{135}{1 + 135 (0.05)^2}$$

$$N = \frac{135}{1 + 135 * 0.0025}$$

$$n = \frac{1355}{1.3375}$$

$$N = 100.457$$

$$\mathbf{n = 100}$$

A sample size of 100 respondents was selected to participate in the study

3.3.2 Sample Technique

According to Sekaran (2003), sampling is the process of choosing the research units of the target Population, which are to be included in the study. The samples used in the study was selected using purposive sampling which is a function of non- probability sampling. Under purposive sampling technique, the researchers purposely chose who, in their opinion are thought to be relevant to the research topic. In this case, the judgment of the researcher was more important than obtaining a probability sample. The process of sampling in this case involved purposive identification of the respondents. The sample size was therefore being selected from all the different respondents of choice in the study population.

3.4 Data sources

The researcher gathered information from two sources that is primary and secondary source.

3.4.1 Primary source

This is the data source that enabled the researcher to attain information from the field. Data collection in this case involved through the use of questionnaire. Data was collected from people's opinions, ideas through questioning and interviewing the study respondents.

3.4.2 Secondary Source

Secondary data was collected from official records /documents at the macro and transactional levels. Among others, the records/documents included stores records and journal, meeting correspondences and information pertaining the nature of product positioning as for documents which include ordering documents among others.

3.5 Data collection instrument

3.5.1 Questionnaire

Questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. In this method questionnaire was sent to a respondent with the request to respond. Both open and closed ended questionnaire were administered to respondents. Questionnaire was used because it is simple, free from bias of the researcher, and it maintains confidentiality to those who respond to it.

3.5.2 Interview guide

The researcher conducted face-to-face interactions make conversations between the interviewee and the interviewer with the sole aim of soliciting data. The researcher used formal interviews to get more information in greater depth, reduce resistance and also obtain personal information from the respondents. Interviews were enabled the researcher in tracking consistencies within the information given in the questionnaire.

3.6 Validity and Reliability of the Instruments

Date quality control refers to reliability and validity of instruments , validity refers to the appropriateness of the instruments while reliability refers to its consistence in measuring whatever it is intended to measure.

According to Amin (2005) the researcher instruments must be appropriate for the study objectives to be achieved.

To establish the validity the researcher discussed the instrument with the colleagues and supervisors who are knowledgeable in the field of research. While in order to establish the reliability of the items in the questionnaire, the researcher carried out test retest method where a respondent who has completed questionnaire asked to complete it again after two weeks and his/her choices are proved for consistence.

3.6 Ethical procedure

The researcher chose a topic and supervisor at the University, upon approval of a research topic by the supervisor; the researcher obtained a letter of introduction from Kampala International University College of economics and management. The researcher will begin on data collection process. The researcher made questionnaires commensurate to the number of respondents, and then personally delivers the questionnaires to Mukwano group of companies and distributed to the respondents. The researcher ensured honesty and confidentiality in data collection including respecting the rights respondents, thus free will and not compulsion after all questionnaires are back, and the researcher organized the work by summarizing all responses. Data was fed into the computer using Microsoft excel. After computation, the researcher prepared the final reports for submission to the department of business and management of Kampala International University.

3.7 Data analysis

Data analysis is the science of examining raw data with the purpose of drawing conclusions about that information. The collected data was analyzed using quantitative analysis which majorly involved six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that were necessary for preparing data for further processing e.g. coding, categorizing answers to open-ended questions, editing and checking as well as preparation of tables; counting included the mechanical task of registering the occurrence and frequency of the occurrence of certain answers or research items; grouping and presentation involve ordering of similar items into groups and this result in distribution of data presented in the form of tables and graphs; relating involved cross-tabulation and statistical tests to explain the occurrence and strength of relationships.

3.8 Limitations of the study

Inadequate funds; as a matter of fact, the researcher was in danger of funding problems while procuring the data collection materials, tools and facilitation during the field studies or data collection field work.

The researcher sparingly used the little funds acquired and saved to enable him collect data efficiently to enhance research completion.

Unpredictable weather conditions, given the current situation of the weather conditions, the unpredictable changing weather conditions hinder the data collection exercise because of being too rainy or very hot at certain moments hence affecting data collection in the field.

The researcher scheduled interviews with the respondents and meet them at their respective offices to offices to collect data.

There was limited time allocated for the research study. This means that extra effort was needed to accomplish it in the shortest time possible.

The researcher designed the time frame to enable him compete the research in the most appropriate timely manner.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter comprised of the findings that were gathered by the researcher from the selected respondents of Mukwano group of companies on the topic “Product positioning and business success. The data was presented and interpreted in view of the objectives mentioned in chapter one of this research. Data analysis was done with the aid of quantitative and qualitative methods for example the use of tables, graphs, percentages and personal analysis and interpretation presented in essay form. Questionnaires were provided to 100 respondents who filled them to the best of their knowledge.

4.1 Bio- data of Respondents

4.1.1 Gender of respondents

Table (1): Showing Gender respondents

Respondents	Frequency	Percentage
Male	64	64
Female	36	36
Total	100	100

Source: Primary data, 2014

From table 1, it can be seen that the majority of respondents were male that is (64) representing 64% of the total number of respondents, 36 respondents are female representing 36 % of the respondents. It indicated that the researcher sought for information from both gender, it also means that product positioning is an activity of both genders.

4.1.2 Age distribution of respondents

Table 2: Showing age distribution of respondents

Respondents	Frequency	Percentage
20 -29	20	20
30- 39	35	35
40 - 49	30	30
50 and above	15	15
Total	100	100

Source: Primary data, 2014

Findings in Table 2 above showed that, Majority of respondents were Aged between 30-39years (35%) respondents followed, by 40-49 years represented by 30% respondents, followed by 20-29 represented by (20%) and 50 and above had 15% respondents. From the above analysis, it can be construed that majority of the respondents are mature hence the information obtained is adequate for logical conclusion.

4.1.3 Academic Qualifications of respondents

Table 3: Showing academic qualifications of the respondents

Academic qualifications	Frequency	Percentage
Diploma	30	30
Degree	56	56
Post graduate	14	14
Total	100	100

Source: primary data,2014

Results in table 3 indicated that majority of the respondents were for degree with 56%, diploma followed with 30% and finally post graduate with 14%. This implies that the respondents are well educated and therefore the information obtained from them can be relied upon for decision making.

4.4 Marital status

Table 4: Showing marital respondents

Respondents	Frequency	Percentage
Single	23	23
Married	57	57
Separated	20	20
Total	100	100

Source: Primary data, 2014

From table 4, it can be seen that the majority of respondents are married that is (57%) of the total number of respondents, 23% respondents were single, and 20% separated. The findings in regard to marital status indicate that the researcher sought for information from the different marital backgrounds. It is wise to argue that product positioning at Mukwano group of companies meet the marital requirements.

1.5 Time respondents have worked at Mukwano group of Companies

Table 5: Showing time respondents have worked at Mukwano group of companies

Time	Frequency	Percentage
Less than 1 year	20	20
1 – 3 years	17	17
4 – 6 years	13	13
7 years and above	50	50
Total	100	100

Source: Primary data, 2014

Findings in Table 5 present information showing the time respondents have stayed in Mukwano group of companies. The findings were that majority had been there for 7 years and above 50%, followed by less than one year were 20%, 1-3 years followed with 17% and finally 4-6 years with 13%. This indicate that majority of the respondents had been there for quite a reasonable time therefore are more acquitted with positioning strategies including business success trends.

4.2 Product positioning strategies used by Mukwano group of companies

The first object of this study was set to examine the Product positioning strategies used by Mukwano group of companies. Data collected on questions regarding this objective are presented for analysis as shown below.

4.2.1 Importance of product positioning at Mukwano group of companies

Table 6: Showing responses to whether product positioning is important at Mukwano group of companies

Response	Frequency	Percentage
Yes	75	75
No	25	25
TOTAL	100	100%

Source: Primary Data, 2014

Findings in table 6 show that 75 % of the respondents agreed that product positioning is important at Mukwano group of companies while 25% of the respondents disagreed. The presentation above indicates that majority respondents agreed that product positioning is important in the operation of their organization especially in improving the marketing function.

4.2.2 Product positioning strategies used at Mukwano group of companies

Table 7: Showing responses to product positioning strategies used at Mukwano group of companies No= 100

Product positioning strategies	Mean	Standard Deviation
Using product characteristics	11	11
Positioning by price and quality	15	15
Positioning by user or application	30	30
User product positioning	21	21
Positioning by class	12	12
Cultural symbols positioning	10	10
TOTAL	100	100%

Source: Primary Data, 2014

The findings in table 7 above presented information regarding the product positioning strategies used at Mukwano group of companies. The findings were that Positioning by user or application was found to account for the majority response indicated by 11%, User product positioning had 30%, Positioning by price and quality 15% respondents, Positioning by class had 12%, Using product characteristics 11% of the respondents and Cultural symbols positioning was recorded with 10%. The presentation and interpretation made under pins the salient prevalence of positioning strategies at Mukwano group of companies an indication that there are prevailing strategies for positioning.

4.2.3 Challenges associated with product positioning at Mukwano group of companies.

Table 8: Showing responses to the challenges associated with product positioning at Mukwano group of companies.

Challenges in product positioning	Frequency	Percentage
High cost	36	36
Limited human resource	16	16
Poor road infrastructure	14	14
Inadequate supporting infrastructure	12	12
Competition related companies	13	13
Poor product quality	9	9
TOTAL	100	100%

Source: Primary Data, 2014

The findings on the challenges associated with product positioning at Mukwano group of companies revealed that several challenges affect the product positioning in Mukwano with high cost contributing 36% followed by limited human resource with 16%, Poor road infrastructure had 14%, competition related companies had 13%, Inadequate supporting infrastructure was recorded with 12 and finally Poor product quality with 9% implying that several challenges are associated with product positioning.

4.3 The extent of business success at Mukwano group of companies.

The second objective of the study was to examine the extent of business success at Mukwano group of companies. The data collected was tabulated and presented analysed as explained below

4.3.1 Whether business at Mukwano group of companies is successful

Table 9: Showing whether business at Mukwano group of companies is successful

Response	Frequency	Percentage
Yes	65	65
No	35	35
Total	100	100%

Source: Primary Data, 2014

Results in table 9 showed that business at Mukwano group of companies is successful according to 65% of the respondents while 35% disagreed. The results imply that most respondents agreed with business success despite a reasonable 35% disagreement.

4.3.2 Extent of business success at Mukwano group of companies

Table 10: Showing the extent of business success at Mukwano group companies

Response	Frequency	Percentage
Very low	23	23
Low	19	19
High	24	24
Very high	34	34
Total	100	100%

Source: Primary Data, 2014

Findings in table 10 showed that majority of the respondents 34% argued that business success is very high, high had 24% agreement, very low registered response of 23% and low had 19% agreement. The responses to this objective imply that most respondents agree that business to is fairly successful.

4.3.3 How to improve business success at Mukwano group of companies

Table 11: Showing the responses to how business success at Mukwano group of companies can be improved

Response	Frequency	Percentage
Improving branding	19	19
Improving product quality	21	21
Intensifying marketing	50	50
Provision of necessary internal infrastructure	10	10
Total	100	100%

Source: Primary Data, 2014

Table 11 showed the findings on what needed to be done to improve business success at Mukwano group of companies. The responses were that majority respondents constituting 50% argued that there is need to intensify marketing while 21% argued for improving product quality, 19% contend that branding need to be improved and 10% were for Provision of necessary internal infrastructure. The findings implied that adopting these measures will provide an avenue towards business success at Mukwano group of companies.

4.4 Other factors affecting business success at Mukwano group of companies

Table 12: Showing whether there are other factors affecting business success other than product positioning

Response	Frequency	Percentage
Yes	74	74
No	26	26
Total	100	100%

Source: Primary Data, 2014

Results in table 12 indicated that majority of the respondents agreed that other factors affecting business success other than product positioning while 26% disagreed arguing that product positioning is the only important factor affecting business success.

4.4.2 Other factors contributing to business success at Mukwano group of companies

Table 13: Showing responses to other factors contributing to business success

Response	Frequency	Percentage
Favorable political environment	24	24
Weak competition	13	13
Improved technology	15	15
Highly skilled human resource	17	17
Availability of capital for funding	31	31
Total	100	100%

Source: Primary Data, 2014

The findings in table 13 showed other factors affecting business success at Mukwano group of companies with available capital for continuous funding cited as having majority agreement, 24% argued for a favorable political environment, Highly skilled human resource had 17% of respondents ,Improved technology had 15 while 13% was recorded for weak competition implying that majority respondents suggest that other factors complement business positioning to generate success at Mukwano group of companies.

4.5 Relationship between product positioning and business success in Mukwano group of companies.

Table 15: Showing whether product positioning contributes to business success in Mukwano group of companies.

Response	Frequency	Percentage
Yes	63	63
No	37	37
Total	100	100%

Source: Primary Data, 2014

Findings in table 15 on whether product positioning contributes to business success in Mukwano group of companies provided that 63% of the respondents agreed while 37% were in disagreement. This indicated that whereas product positioning is responsible for business success, other factors are responsible or complement.

Table 16: Showing how product positioning contributes to business success in Mukwano group of companies.

Response	Frequency	Percentage
Informing customers on available goods	37	37
Out pacing competition	23	23
Differentiation of products	18	18
Customer quality provision	22	22
Total	100	100%

Source: Primary Data

Results in table 16 presented information concerning how product positioning affected business success. It was found that majority responses agreed for informing customers on available goods with 37% agreement, out pacing competition had 23% responses; customer quality provision had

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND AREAS OF FURTHER STUDY

5.0 Introduction

The study was carried out with the view to conduct an investigation on the product positioning and business success at Mukwano group of companies. This chapter is concerned with summary of the findings, conclusion, recommendations and areas of further study that were gathered from the case study.

5.1 Summary of the findings

5.1.1 Profile of respondents

Majority of respondents were male that is (64) representing 64% of the total number of respondents. Majority of respondents were aged between 30-39years (35%) respondents. Majority of the respondents were for degree with 56%, majority of respondents are married that is (57%) of the total number of respondents, 23% respondents were single, and 20% separated. Majority had been there for 7 years and above 50%, followed by less than one year were 20%, 1-3 years followed with 17% and finally 4-7 years with 13%.

5.1.2 Product positioning strategies

Product positioning strategies used at Mukwano group of companies according to the findings were that Positioning by user or The findings were that Positioning by user or application was found to account for the majority response indicated 30%, Positioning by price and quality 15% respondents, Positioning by class had 12%, Using product characteristics 11% of the respondents and Cultural symbols positioning was recorded with 10%. The positioning has several challenges including high cost contributing 36% followed by limited human resource with 16%, Poor road infrastructure had 14%, competition related companies had 13%, inadequate supporting infrastructure was recorded with 12 and finally Poor product quality.

5.1.3 Business success at Mukwano group of companies

Business at Mukwano group of companies is successful according to 65% of the respondents while 35% disagreed with 34% argued that business success is very high. Business success would be increased according to respondents through intensify marketing, improving product quality, branding need to be improved and Provision of necessary internal infrastructure.

5.1.4 Other factors are affecting business success at Mukwano group of companies

Majority of the respondents agreed that other factors affecting business success other than product positioning while 26% disagree. These factors included capital for continuous funding cited as having majority agreement, 24% argued for a favorable political environment, highly skilled human resource had 17% of respondents, improved technology had 15 while 13% was recorded for weak competition and that most of these factors affect business success positively.

5.1.5 Relationship between product positioning and business success in Mukwano group of companies

Product positioning contributes to business success in Mukwano group of companies provided that 63% of the respondent. This is through informing customers on available goods with 37% agreement, out pacing competition had 23% responses; customer quality provision had 22% while differentiation of products had 18%. Finally to a large extent product positioning relate to business success in Mukwano group of companies with 57% on agreement and 43% on disagreement implying that to a large extent the two variables are related.

5.2 Conclusion

The purpose of the study was to establish relationship between product positioning and business success at Mukwano group of companies. It was based on four research establishing the product positioning strategies used by Mukwano group of companies, examining the extent of business success at Mukwano group of companies; establish other factors affecting business success at Mukwano group of companies and assessing the relationship between product positioning and business success in Mukwano group of companies.

The findings were that Mukwano group of companies employ product positioning strategies such as Positioning by user or application, user product positioning, Positioning by price and quality, Positioning by class had, Using product characteristics and Cultural symbols positioning. The

most used strategy was positioning by user or application with 30% of the respondents. It was found that Business at Mukwano group of companies is successful according to 65% of the respondents while 35% disagreed with 34% argued that business success is very high. Business success would be increased according to respondents through intensify marketing, improving product quality, branding need to be improved and Provision of necessary internal infrastructure. Other factors affecting business success included capital for continuous funding favorable political environment, highly skilled human resource, improved technology and weak competition. It was finally established that Product positioning contributes to business success in Mukwano group of companies provided that 63% of the respondent. This is through informing customers on available goods, out pacing competition; customer quality provision and differentiation of products. The study identifies an average business success, a minimal positioning of products, therefore recommend that healthy competition be encouraged among the team members at Mukwano group of companies, the need for customer satisfaction, Product differentiation, Separating the overall product focus measure into its two-dimensional components permits, technological adoption, tailoring a product or its marketing so that it stands out from the competition and people want to buy it, attempt to find their own path of progress by relying on strategies which allow them to access new markets and adopting effective brand Positioning is contingent upon identifying and communicating a brand's uniqueness, differentiation and verifiable value.

5.3 Recommendations

Mukwano group of Companies need to deliver when and where customers want generate happy and loyal customers. Meeting customer timeline expectations and doing a better job at it than competitors is a great benefit in positioning.

The researcher suggests that a healthy competition must be encouraged among the team members. The performance of every team member must be evaluated timely and the best performer should be rewarded suitably so that the other members also get motivated to perform.

The need for customer satisfaction. Not only are you exist customers a good source of ideas for new products and services, but they can also be used to benchmark your performance against your competitors. If you get to know your customers well enough, they will tell you how you

match up to your competitors. The notion of asking customers such searching questions makes many owner/managers uncomfortable

Product differentiation is an important element of this as company's typically position themselves based on distinct product features or as a low-cost or premium brand provider. Therefore positioning of products need to take consideration of adequate skills for improving organizational orientation.

Separating the overall product focus measure into its two-dimensional components permits examining the importance of each direction of product change. Technology development is assumed to be a less difficult resource to manage for relatively small technology-based firms than their market applications resources.

Not surprisingly, companies that show a total lack of technological aggressiveness, undertaking only minor improvements to their core technology, do not perform as well as companies that over time make major enhancements to their core capabilities. This is true also in regard to better performance being achieved by firms that seek market expansion through steady introductions of new functionality, moving toward related customer groups, and adding distribution channels fully to exploit the available marketplace.

Product faces competition; its producer will need to think about how to “position” it in the marketplace relative to competing products. Positioning involves tailoring a product or its marketing so that it stands out from the competition and people want to buy it. A perceptual map is a two-dimensional graph that visually shows where a product stands, or should stand, relative to its competitors, based on criteria important to buyers. Sometimes firms find it advantageous to reposition their products

The government should play a leading role in educating companies and practitioners on the incentives available to them and how to access them. These incentives should be delivered through an establishment that really cares for the success and sustainability of companies in the country.

Government should not totally rely on government agencies; they should attempt to find their own path of progress by relying on strategies which allow them to access new markets, increase their revenue and expand their customer base.

Adopting effective brand Positioning is contingent upon identifying and communicating a brand's uniqueness, differentiation and verifiable value. It is important to note that "me too" brand positioning contradicts the notion of differentiation and should be avoided at all costs.

Positioning a company involves more than a marketing challenge. It involves making hard decisions about how a market is shifting and how a firm's competitors will react. Often these decisions must be made without the benefit of sufficient information, simply because the definition of "volatility" is that change becomes difficult or impossible to predict.

5.4 Areas of further study

Because of time and resources constraints, the researcher proposes that other areas of the study be looked at to provide greater confidence in assessing the relationship between positioning and business success. Branding and business success, Product differentiation and business success and Product quality and business success

REFERENCES

- Bracker, J. & J. Pearson. (1986). Planning and financial performance of small, mature firms. *Strategic Management Journal*, 7 (6), 503-522.
- Bridge, S., O'Neill, K. & Cromie, S. (2003). *Understanding Enterprise, Entrepreneurship and Small Business*. 2nd edition. New York. Palgrave Macmillan. ISBN 0-333-98465-X
- Campbell, Regi. (1991). 12 Keys for Entrepreneurial Success. *Business and Economic Review*, 37(3): p.19-22.
- Chaganti, R. & R. Chaganti. (1983). A profile of profitable and not-so-profitable small businesses. *Journal of Small Business Management*, 21 (3), 43-51.
- D. F. Abell & J. S. Hammond. Strategic Market Planning (Englewood Cliffs, NJ: Prentice-Hall, 1979).
- D. F. Abell. Defining the Business: The Starting Point of Strategic Planning (Englewood Cliffs, NJ: Prentice-Hall, 1980).
- D. J. Ravenscraft & F. M. Scherer. Mergers, Sell-Offs, and Economic Efficiency (Washington, D.C.: The Brookings Institution, 1987).
- E. B. Roberts. Entrepreneurs in High-Technology: Lessons from MIT and Beyond (New York: Oxford University Press, forthcoming 1991).
- Gupta, M. and Cawthon, G. (1996). Managerial Implications of Flexible Manufacturing for Small/Medium-sized Enterprises. *Technovation*, Vol. 16, No. 2, February, p. 77-83.
- H. R. Feeser & G. E. Willard. "Founding Strategy and Performance: A Comparison of High and Low Growth High Tech Firms", *Strategic Management Journal*, 11 (1990), 87-98.

Halborg, A. & D. McPhie & D. Storey. (1997). Marketing success in fast growth SMEs.

University of Warwick. *Centre for Small and Medium Sized Enterprises*.

Handbook of entrepreneurship, D. Sexton & H. Landström (eds.), 45-63. Oxford: Blackwell.

Hitt, M. & D. Ireland. (2000). The intersection of entrepreneurship and strategic management research, in

Huggins, R. (2000). The success and failure of policy-implemented inter-firm network initiatives:

J. Kettingham & J. White (1984) "Making Technology Work for Business", in R. Lamb (ed.),
Competitive Strategic Management (Englewood Cliffs, NJ: Prentice-Hall, 1984).

M. H. Meyer & E. B. Roberts. "Focusing Product Technology for Corporate Growth", Sloan
Management Review, 29, 4 (Summer 1988), 7-16.

M. H. Meyer & E. B. Roberts (1986) "New Product Strategy in Small Technology-Based Firms:
A Pilot Study", Management Science, 32, 7 (July 1986), 806-821.

M. L. Tushman & P. Anderson (1986) "Technological Discontinuities and Organizational
Environments", Administrative Science Quarterly, 31 (1986), 439-465.

P. A. Abetti & R. W. Stuart (1987) "Product Newness and Market Advantage", High
Technology Marketing Review, 1 (2) (1987), 29-40.

R. G. Cooper (2000) "New Product Strategies: What Distinguishes the Top Performers?"
Journal of Product Innovation Management, 1 (September 1984), 151-164.

R. G. Cooper. "The Dimensions of Industrial New Product Success and Failure", Journal of
Marketing, 43 (Summer 1979).

R. P. Rumelt (1974) *Strategy, Structure, and Economic Performance* (Boston: Division of Research, Harvard Business School).

S. C. Johnson & C. Jones (1957) "How to Organize for New Products", *Harvard Business Review*, May-June 1957, 49-62.

T. J. Peters & R. H. Waterman. *In Search of Excellence* (New York: Harper and Row, 1982).

APPENDICES

APPENDIX A: Research Questionnaire

I, Sebit Moses, a student of Kampala international University for bachelors of business administration Marketing management. This questionnaire is designed to gain understanding on product positioning and business success in Mukwano group of companies. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you. Write or tick () the appropriate response to each of the question

Section A: Bio-data of respondents

1. Sex

(a) Male ☐

(b) Female ☐

2. Age

(a) 20 - 30 ☐

(b) 30 - 40 ☐

(c) 40 -50 ☐

d) 50 above ☐

3. Education level of respondents

(a) Diploma ☐

(b) Degree ☐

(c) Post graduate ☐

4. Marital status

a) Single ☐

b) Married ☐

c) Separated ☐

5. Time of work at Mukwano

- a) Less than 1 year ☐
- b) 1 -3 years ☐
- c) 4- 6 years ☐
- d) 7 years and above ☐

Section B: Product positioning strategies used by Mukwano group of companies.

6. Is product positioning an important aspect of your organisation?

Yes ☐

No ☐

7. Which product positioning strategies do you use at Mukwano group of companies?

.....

.....

.....

8. What are some of the challenges associated with product positioning in your company?

.....

.....

.....

Section C: Business success at Mukwano group of companies.

9. Do you think your business is successful?

Yes ☐

No ☐

10. If yes what is the extent of business success?

Very Low ☐

Low ☐

High ☐

Very high ☐

11. What do you think need to be done to improve business success at Mukwano group of companies?

.....

.....

.....



Section D: Other factors affecting business success at Mukwano group of companies.

12. Are there other factors other than product positioning, affecting business success at Mukwano group of companies?

Yes ☐

No ☐

13. If yes which other factors contribute to business success at Mukwano group of companies?

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

14. How do other factors affect business success at Mukwano group of companies?

Positively ☐

Negatively ☐

Section E: Relationship between product positioning and business success in Mukwano group of companies.

15. Does product positioning contribute to business success at Mukwano group of companies?

Yes ☐

No ☐

16. If yes how does product positioning contribute to business success?

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

17. Please, rate the extent to which product positioning relate to business success

Large ☐

Small ☐

Appendix B: Curriculum Vitae

PERSONAL PROFILE

NAME : SEBIT MOSES
DATE OF BIRTH : 20TH /DEC/1988
NATIONALITY : UGANDAN
RELIGION : CHRISTIAN
CONTACT : 0783927012
E-MAIL : sebitmoses@gmail.com

EDUCATIONAL BACKGROUND

YEAR	INSTITUTION/SCHOOLS	COURSE	AWARD
2012 – UP TODATE	Kampala International University	Bachelors of business administration	Candidate
2010 - 2012	Kampala International University	Diploma in Business administration	Diploma in Business administration
2004 - 2006	Moyo Technical Institute	Certificate in electrical installation	Certificate
1999- 2002	Otumbari Secondary school		Uganda Certificate of Education
- 1998	Nyarilo Primary school		Primary Leaving Exams certificate

COMPUTER SKILLS

ACTIVITIES	VERY GOOD	GOOD	FAIR	POOR
TYPING SPEED		GOOD		
POWER POINT SKILLS		GOOD		
MICRO SOFT WORD SKILLS		GOOD		
MICRO SOFT EXCELL			FAIR	

LANGUAGE PROFFICIENCE:

LANGUAGES	WRITING	READING	SPEAKING
ENGLISH	Good	Very good	Very good
SWAHILI	Fair	Fair	Fair

WORKING EXPERIENCE

Electrical domestic installations in Koboko district

REFEREES

1. Mr. Mugume Tom

Administrator Kampala International University
P.O Box 20000
Kampala-Uganda
Tel: +256 777295599

2. Mr. Duki Samuel

Ropani International Company
P.O. Box 201 Koboko, Uganda