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**SOCIAL MEDIA MARKETING AND PERCIEVED MARKET PERFORMANCE OF
THE TELECOMMUNICATIONS INDUSTRY IN UGANDA: A CASE OF MTN
UGANDA**

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL
(FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF SCIENCE IN MARKETING OF MAKERERE UNIVERSITY**

PLAN A

DECEMBER, 2023

DECLARATION

I, Nasasira Lebson, declare that to the best of my knowledge, the content in this dissertation is my original work and has not been published or submitted anywhere else for any award at any academic institution.

Signature.......... Date. 08/12/2023

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APPROVAL

This dissertation by Lebson Nasasira was prepared under my supervision and is now ready for submission with my approval.

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Signature.....

Signature.....

Date.....

Date.....

DEDICATION

I dedicate this dissertation to the people who have made my education wonderful and successful, especially my parents, academic supervisors, classmates, and friends.

ACKNOWLEDGEMENT

I acknowledge and extend my sincere gratitude to the management of Makerere University Business School that enabled my education through the MUBS First Class Scholarship for masters' students, my academic supervisors; Dr. Samuel Musigire and Mr. Phillip Mubiru who spared time, gave me guidance, courage and created an open environment that facilitated the completion of my research on time.

I thank God who helped me to be strong, and courageous during my study.

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LIST OF ABBREVIATIONS

UCC	Uganda Communications Commission
ICT	Information Communications Technology
IP	Internet Protocol
ISP	Internet Service Protocol
MTN	Mobile Telephone Network
SMM	Social Media Marketing
SM	Social Media
e-marketing	Electronic Marketing
CAC	Customer Acquisition Cost
CLV	Customer Lifetime Value
CMO	Chief Marketing Officer
CRM	Customer Relationship Management
B2B	Business to Business
B2C	Business to Customer
C2C	Customer to Customer
ROI	Return on Investment

ABSTRACT

The main objective of the study was to understand how social media marketing and perceived marketing performance are related. The study was guided by four objectives; to examine the relationship between social media marketing and perceived marketing performance, to assess the relationship between interaction and perceived market performance, to establish the relationship between trendiness and perceived market performance, and to identify the relationship between promotion and perceived market performance in the telecommunication industry in Uganda. A quantitative cross sectional research design was used for this study. The study's unit of analysis was MTN Uganda, and the unit of inquiry was employees of MTN Uganda.

In this study, 181 respondents were determined from a population of 380 based on the model by (Krejcie & Morgan, 1970). Findings from correlation analysis indicated that interaction had a significant positive relationship with perceived market performance ($r=0.707$ and $P\text{-value}<0.01$), trendiness had a positive significant relationship with perceived market performance ($r=0.680$ and $P\text{-value}<0.01$) and promotion also had a positive relationship with perceived market performance ($P\text{-Value}<0.01$ and $r=0.708$). Furthermore, the findings indicated that there is a significant positive relationship between social media marketing and perceived market performance ($r=0.784$ and $P\text{-value}<0.01$).

The regression model revealed that a unit increase in interaction corresponds to a 0.484 unit increase in perceived market performance ($\text{Beta}=0.484$, $P<.001$), a unit increase in trendiness is associated with a 0.172 unit increase in perceived market performance ($\text{Beta}=0.172$, $P<.01$). Similarly, a unit increase in promotion is associated with a 0.248 unit increase in perceived market performance ($\text{Beta}=0.248$, $P<.001$). Furthermore, the research study results indicated that interaction better explains perceived market performance with $\text{Beta}=0.484$ than trendiness which has $\text{Beta}=0.172$ and promotion with $\text{Beta}=0.248$ and that there was no multicollinearity among the independent variables since all the values are of Variance Inflation Factor (VIF) that was less than 10.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

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

1.1 Background of the study

The fast growing of internet has led to companies having difficulties in zeroing down which marketing strategies to use to successfully reach the right consumers and increase the marketing efficiency (Hirt & Paul , 2014). There are many kinds of marketing strategies that companies use to inform consumers about their products and services and to achieve better market performance. Amongst these strategies, is social media marketing; its transformation effect drives companies' essential fundamental and functional decisions (Cane, 2014). According to the author, over 67% of business executives think that social media can fundamentally change how businesses operate and perform. This social media transformational effect has shaped how companies like telecom firms adjust their business frameworks to take advantage of data, traffic and capabilities created by social media to justify their products propositions to further boost their market performance (Trainor, James , & Adam, 2014)

According to (Siddiqui & Tajinder, 2016), “social media is any digital platform that is used by consumers to communicate with each other by sharing information, text and images, etc.” The authors continue to state that as the number of social media platforms continues increasing, marketing through these platforms is also growing and this has given managers a key challenge to understand and leverage the power of social media marketing. The term social media marketing was in the beginning used to describe the marketing of products and services using digital channels according to (Malesev & Michael, 2021). (Kannan, 2017) defines social media marketing as the process of using digital technologies to acquire customers and build customers preferences, promote brands, retain customers, and increase sales revenues. From these definitions, social media marketing is understood as a form of digital marketing through social platforms that companies use to reach consumers for specific organizational goals.

Globally, social media marketing has been found to have a transformative effect in general performance of organizations according to (Kwayu, Banita, & Mumin, 2016). Two scholars studied the contribution of social media marketing to performance in the fashion industry, (Kim & Ko, 2010) in their study identified 6 elements as trendiness, entertainment, interaction, engagement, promotion, word of mouth and their effect on value equity, relationship equity, and brand equity. (Kim & Ko, 2010) noted that if the 6 elements of social media are done strategically, it can drive performance. According to (Ebrahim, 2020), social media marketing plays a huge role in building brand equity by instilling trust in a customer's mindset.

Locally, different scholarly works reveal the contribution of social media marketing to market performance. For example (Sendawula, Turyakira, Grace, & Saadat, 2022) noted that SMM is a contributing factor to sustainable growth in SMEs in Uganda, (Musiime & Lufumbi, 2020) found that social media marketing drives brand involvement in the entertainment industry. However, other studies like one by (Kikawa, Kiconco, & Agaba, 2022) found that social media activity and marketing are all tightly regulated by Uganda Communications Commission. (Ongache, 2015) illustrated that there is a great deal of competition in the telecommunications industry in East Africa at large and suggested effective regulation of marketing across digital channels for telecoms. UCC ensures effective and proficient techniques to cater for market share and competitive advantage in the telecommunication industry (UCC, 2021).

Studies that analyze the relationship between social media marketing and perceived market performance in any industry in Uganda are few. Therefore, using 3 of the 6 elements by (Kim & Ko, 2010) namely trendiness, interaction, and promotion. This study aims to establish the relationship between social media marketing and perceived market performance in the telecoms industry in Uganda using MTN Uganda as the case study. At MTN Uganda, social media marketing is becoming increasingly important and an integral part of marketing according to the CMO, Mr. Sen Somdev, MTN regularly engages in organic posting, social media promotion and engagement on various social media platforms, including Instagram, Twitter, TikTok, YouTube, and LinkedIn. MTN Uganda has accumulated 700,000+ followers on X(Twitter), 240,000+ followers on Instagram, 1.5 million followers on Facebook, 30,000+ subscriptions on YouTube, 89,232 followers on LinkedIn and 75,000+ followers on TikTok which makes a total of its entire

social media population to over 2.5 million followers (MTN Uganda Report, 2023).

Furthermore, (MTN Uganda Report, 2023) shows that, in the first half of 2023, mobile subscribers increased by 13.9%, active data subscribers grew by 23.0%, active fintech users increased by 9.7%, service revenue grew by 15.2% to Ush 1,921.3 billion, data revenue grew by 22.0% to Ush 450.3 billion, fintech revenue grew by 18.1% to Ush 555.6 billion. Finally profit after tax (PAT) increased by 21.1% to Ush 354.4 billion.

Social media marketing has already grown an impressive population of more than 2.5 million customers online who are engaging with MTN Uganda's online content by sharing, liking, retweeting, re-posting, and interacting with the company social pages, yet no percentage of market performance is attributed to social media marketing. It is important to understand whether social media marketing contributes to the performance of telecoms. With the background above, the researcher intends to study the relationship between social media marketing and perceived market performance of telecommunications companies in Uganda using MTN as a case study is crucial.

1.2 Problem Statement

With social media marketing, companies can reach consumers all over the world. There is a possibility that marketing content can go viral which gives companies a lot of exposure without having to put in an extra effort or paying more, this can influence performance positively (Mousavi, Hasan , & Mohsen Ahmadi, 2022). Social media marketing has made it easier for companies to measure how effective advertising is and target their advertising to desired consumers (Todor, 2016). Social media marketing is also enabling firms to communicate directly with consumers (Busch, Jens , & Sandra , 2018), build relationships with customers, promote word of mouth (Ebrahim , 2020), reduce cost to reach a bigger market and it is also fostering direct business to customer engagement and relationships (Kim & Ko, 2010).

Evidence from (Data Reportal, 2023) shows that many companies in Uganda have done their investment in different digital marketing strategies to boost their market performance with dedicated budgets aligned to social media marketing. By August 2023, according to (MTN Uganda Report, 2023), the firm's social media population had grown to over 2.5 million

customers online and market performance indicators were also growing exponentially for example, mobile subscribers increased by 13.9%, active data subscribers grew by 23.0%, active fintech users increased by 9.7%, service revenue grew by 15.2% to Ush 1,921.3 billion, data revenue grew by 22.0% to Ush 450.3 billion, fintech revenue grew by 18.1% to Ush 555.6 billion. Finally profit after tax (PAT) increased by 21.1% to Ush 354.4 billion. Additionally, industry reports from the Uganda Communications Commission (UCC, 2022; UCC, 2021) indicated a year-on-year growth in subscribers to 30.2 million mobile subscribers which is an average of 70.2% penetration rate on active sim cards per 100 Ugandans, an additional 11.2 million smart phones were added across all networks, an increase in mobile money active subscribers to over 23 million Ugandans by end of 2022. However, social media marketing was not reported as one of the drivers of this market performance even with a growing population online in the same period.

Using a study in the fashion industry by (Kim & Ko, 2010) who identified 6 elements of social media marketing that contribute to perceived market performance as trendiness, entertainment, interaction, engagement, promotion, and word of mouth, a local study in the telecommunications industry is needed. Few research studies have analyzed the relationship between social media marketing and market performance. Therefore, using 3 of the 6 elements by (Kim & Ko, 2010) namely trendiness, interaction and promotion, this study aims to establish the relationship between social media marketing and perceived market performance in the telecom industry in Uganda using MTN Uganda as the case study.

1.3 Purpose of the study

The study focused on examining the relationship between social media marketing and perceived market performance of telecommunications industry in Uganda.

1.4 Specific objectives of the study

1. To examine the relationship between interaction and perceived market performance in the telecommunication industry in Uganda.
2. To establish the relationship between trendiness and perceived market performance in the telecommunication industry in Uganda.

3. To examine the relationship between promotion and perceived market performance in the telecommunication industry in Uganda.
4. To assess the relationship between social media marketing and perceived marketing performance in the telecommunication industry in Uganda.

1.5 Research questions

This research study sought to answer the following questions.

1. What is the relationship between interaction and perceived market performance in the telecommunication industry in Uganda?
2. What relationship exists between trendiness and perceived market performance in the telecommunication industry in Uganda?
3. What is the relationship between promotion and perceived market performance in the telecommunication industry in Uganda?
4. What relationship exists between social media marketing and perceived market performance the telecommunication industry in Uganda?

1.6 Scope of Study

The scope of the study focused on the content, time, and Geographical scope.

1.6.1 Content Scope

This research study focused on examining the relationship between social media marketing and perceived market performance of telecommunications industry in Uganda.

1.6.2 Time scope

This research study was carried out between June and September 2023.

The literature reviewed for this study covered the period of 1975-2023.

1.6.3 Geographical Scope

This study was carried out in the region of Kampala, Uganda.

1.7 Significance of the study

This research shall have the following significance to the stakeholders below.

1. Provide guidance for policy makers to design and implement policies around social media marketing and market performance of telecommunications companies in Uganda.
2. Contribute knowledge to prediction of market performance of telecommunications companies in Uganda.
3. Provide critical information to practitioners of social media marketing in telecommunication companies of Uganda.

1.8 Conceptual Framework

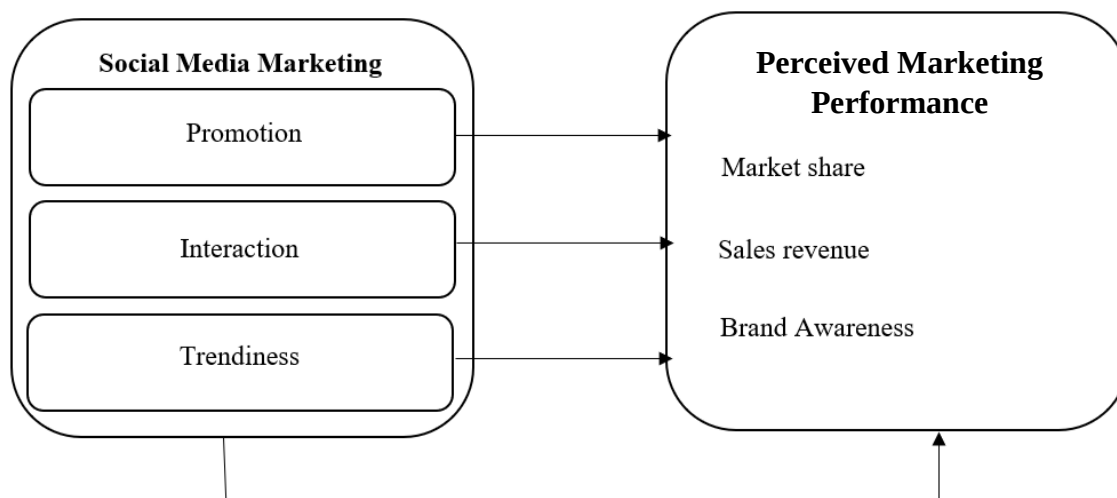


Figure 1: Conceptual Framework

Source: Drawn after Literature Review of (Kim & Ko, 2010) and (Felix & Chris, 2017)

In this conceptual framework of the study, the independent variable is social media marketing, and this focuses on three components namely promotion, interaction, and trendiness whereas the dependent variable is perceived market performance which focuses on 3 elements namely market share, sales revenue, and brand awareness.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers the review of literature on the elements of the research concept, diving deep into each component.

2.1 Theoretical Review

Social Network Theory has emerged as a key concept in understanding the dynamics of modern societies and their structures (Castells, 2000), it is rooted in the idea that individuals and organizations are connected to each other through a complex web of social relationships that can be analyzed using network analysis (Wasserman & Faust, 1994). Social network analysis provides a set of tools for understanding the patterns of relationships, connections, and interactions among individuals and organizations in each network (Sorensen, Devon, & Lynae, 2013)

Research has shown that social networks have a significant impact on a wide range of outcomes, including innovation (Uzzi, 1997), knowledge sharing (Tsai & Sumantra , 1998), and performance (Cross, Andrew , & Sasson, 2003). Social networks also play a crucial role in the diffusion of information and the spread of ideas (Valente, 2005). This is particularly relevant to social media marketing because social media platforms rely on the creation and sharing of content to generate engagement and awareness.

In the context of telecommunications firms using social media for marketing in Uganda, social network theory can be used to understand the patterns of relationships and interactions between telecommunications providers and their customers through virtual spaces on several social media platforms. By analyzing these patterns, researchers can identify the key actors in the market and their positions within the network, as well as the flow of information and resources between them. This can inform marketing strategies and provide insights into the factors that contribute to market performance.

2.2 Social media marketing

Social media marketing is executed through social media. Social media can be defined as applications that let consumers to communicate with each other by generating personal information profiles and sharing content according to (Kaplan & Haenlein, 2010). (Siddiqui & Tajinder, 2016) define social media as any platform that is used by consumers to communicate with each other by sharing information, text, and images, etc. The authors continue to state that as social media platforms continue to increase, marketing through these platforms is also growing and this has given managers a key challenge to understand and leverage the power of social media marketing. The term social media marketing was in the beginning used to describe the marketing of products and services using digital channels (Malesev & Michael, 2021). (Kannan, 2017) also described social media marketing as the process of using digital technologies to acquire customers and build customers preferences, promote brands, retain, and increase sales. From these definitions, we generally understand social media marketing as marketing through digital platforms that companies use to reach consumers for specific organizational goals.

Researchers have investigated specific marketing objectives associated with social media marketing. According to scholars, objectives boosted by social media marketing include increasing brand awareness and improving the company's brand image (Pham & Bashar , 2015), creating value for stakeholders (Busch, Jens , & Sandra , 2018), monitoring and analyzing conversations of customers in order to understand customer behavior (Heinonen, 2011).

Social media is today part of our everyday lives as adults and it has become common practice for companies and consumers to use social media to connect, establish, and form relationships (Tuten & Mintu-Wimsatt, 2018). According to (Busch, Jens , & Sandra , 2018), consumers have increasingly started using social media to look for information and experiences of companies and brands. According to (Carlson, Rahman, Voola, & Vries, 2018) consumers are using platforms such as Facebook, Twitter (X), and Instagram to share experiences, regardless of its negative experiences. According to (Ebrahim , 2020) product and company profiles along with extra information about a firm in social media networks are assumed to be more reliable and trustworthy sources than traditional advertising in TV and radio.

2.2.1 Benefits of social media marketing

Social Media Marketing boosts brand awareness and this is one of the ways in which it enhances marketing performance. According to (Kaplan & Haenlein, 2010), well-executed social media presence can effectively introduce a brand to a broader audience increasing performance. The authors say that using engaging content, hashtags, and user-generated content can help brands expand their reach and establish a strong online presence. Furthermore, social media platforms offer targeted advertising options, allowing organizations to tailor their messages to specific demographics, further amplifying brand exposure (Heller & Gautam , 2011)

Social media marketing enhances customer engagement which is crucial in market performance. According to (Hanna, Andrew , & Victoria, 2011), customers interacting on social media always expect to engage with brands on their social media handles. This is why organizations today that actively engage with their audience tend to have a competitive advantage. Engagement can take various forms, including responding to customer inquiries promptly, conducting polls and surveys, and hosting interactive campaigns (Kumar, Ram , & Rishika , 2016). This kind of engagement created by social media marketing not only boosts customer loyalty but also provides valuable feedback and insights that can inform marketing strategies including product, communications, and pricing strategies among others (Hoffman & Fodor , 2010).

Social media marketing drives sales performance. For profit organizations exist because of sales revenue, where there are no revenues made, for profit organizations cannot survive which means that sales performance is a critical aspect of marketing effectiveness. (Malthouse, Michael, & Bernd, 2013) found a positive correlation between social media marketing and increased sales. According to the authors, by using persuasive techniques and call-to-action strategies, organizations through social media, firms can drive traffic to their e-commerce platforms and convert leads into customers. Social media platforms can also be used as valuable referral sources, with users sharing products and recommendations, leading to viral marketing effects which reduces the cost of marketing and increases output (Carlson, Rahman, Voola, & Vries, 2018)

2.2.2 Components of Social Media Marketing

2.2.2.1. Promotion

Promotion is very important in social media marketing, and it plays a key role in pushing marketing objectives. But what is social media marketing promotion? It refers to advertising and promotional campaigns that businesses make through social media to increase sales and develop customer portfolios (Bilgin , 2018). (Kim & Ko, 2010) researched the effects of social media promotion on customer perceptions and brand awareness and found out that promotion is one of the significant parts of social media marketing that can be widely used for interaction, education, communication, advertisements, amplification of other marketing activities. According to (Hoffman & Fodor , 2010), a well-planned and creative promotional campaign on social media can significantly increase brand recognition.

Social media marketing promotion utilizes “paid for” and sponsored posts to expand reach of firms and create a memorable online presence by distributing this kind of content beyond the organic reach of an organization (Smith, Eileen , & Chen, 2012). Almost all social media platforms today offer analytics tools that enable organizations to assess the effectiveness of their promotional efforts and fine-tune their strategies to optimize brand visibility. This mitigates any post campaign negative effects and boosts market performance (Kumar, Ram , & Rishika , 2016)

While promotion in social media marketing offers significant benefits, it is not without challenges and limitations. The saturation of promotional content on social media platforms can make it difficult for organizations to stand out and capture their audience's attention (Lipsman, Graham, Mike, & Sean, 2012). Additionally, ad fatigue and banner blindness are concerns that marketers must address through creative and engaging promotional strategies. Creativity in promotion mitigates issues related to ad fatigue, and potential negative user feedback (Kietzmann, Kristopher, Ian P, & Bruno S, 2011)

2.2.2.2. Interaction

Social media interaction is the ability to engage with tools and capabilities of social media to create conversation and interact with the social media environment (Heller & Gautam , 2011). Each social media platform enables different functionalities which creates a certain type of

environment for every user signing up and using the platform. In today's information age, social media has become an integral part of daily lives of an everyday consumer as a communication channel in which individuals reflect their consumption habits, preferences, opinions, likes and experiences in their own eyes and interact with other users (Kaplan & Haenlein, 2010). This widespread communication area where consumers interact with each other and with businesses, offers significant opportunities for product and brand communication actions, such as cost, time, and ease of reaching large consumer masses (Carlson, Rahman, Voola, & Vries, 2018). For this purpose, many businesses create their own brand profiles on social media communication channels and develop activities that will motivate consumers to engage with brand content that can include online product information, discounts, advertisements, and promotions.

Social media is becoming the newest and most up-to-date source of information for customers (Kietzmann, Kristopher, Ian P, & Bruno S, 2011). This is because information is simultaneously shared in real time on social media unlike traditional mass communication channels. Social media facilitates the interaction, entertainment, sharing and collaboration of businesses with their customers (Kim & Ko, 2010). By utilizing social media as interactive communication between business and customer, it is possible to obtain requests and needs of customers, their opinions and suggestions on the product and brand in real time (Felix & P. A, 2017).

Social media is used to gain the attention and involvement of consumers according to (Mason, John , & Kevin , 2021). The authors continue to suggest that companies include social media marketing programs in their strategy to improve interaction and engagement with their clients and to increase their sales. The fact that these interactions are formed without the intervention of the business can lead to an increased level of trust of the consumers. The goal of social media marketing activities is to acquire new customers, increase sales, strengthen word of mouth communication, and create customer loyalty (Kietzmann, Kristopher, Ian P, & Bruno S, 2011). Contrary to traditional marketing, social media marketing actualizes conversations on any platform and has no limitations on how creative marketing messages can be (Kohli, Rajneesh, & Anuj , 2015).

However, while interaction in social media marketing offers significant advantages, its limitations include maintaining consistent and meaningful engagement can be resource-intensive for some organizations which have so many products and services. This might require dedicated personnel and time (Lipsman, Graham, Mike, & Sean, 2012). Also, negative engagement, such as online criticism and public relations crises can pose risks to brand reputation (Kietzmann, Kristopher, Ian P, & Bruno S, 2011).

2.2.2.3. Trendiness

According to (Duffett, 2017), trendy content motivates customers to create user-generated content (UGC). This leads to C2C engagements and interaction with the brand's content, creating a sense of community and advocacy. Whenever organizations consistently create and disseminate trendy content, they build a reputation for being “*trend-setters*” in their industry, leading to a competitive advantage (Tuten & Alma , 2018). Trendy content can take various forms including viral challenges, memes, and popular culture references according to (Hollis & Christopher , 2016). This type of content has the potential to go viral, attracting a broader and more engaged audience.

By cross-sectioning brand propositions and existing trends within a society, customers feel important, included, and considered (Smith, Eileen , & Chen , 2012). Businesses on social media must transfer the uniqueness of the product and brand to the customers by means of peer-to-peer communication through leveraging current trendy nuances and events according to (Kim & Ko, 2010). Social media is amongst the most dynamic environments. It is always changing for both organizations and consumers, this means that firms must create content that continuously captures the user’s attention right away (Hollis & Christopher , 2016). This is so because average social media user interacts with an enormous amount of content daily. Therefore, creating content that leverages current events that are being talked about by customers can help firms capture this attention easily. Researchers have shown that trendy content can lead to an increase in marketing metrics that include website traffic, social media followers, and engagement metrics (Smith, Eileen , & Chen , 2012).

2.3 Perceived Market performance

Perceived market performance is a concept that used in assessing the effectiveness of organizations' marketing strategies and operations (Szymanski, Sundar, & Varadarajan, 1993). Without an understanding of this concept, companies can never sustainably run operations whether it is for profit or non-profit organizations. This concept has been reviewed by scholars in different ways as detailed below:

Perceived market performance can be interpreted by looking at financial metrics that include revenues, costs, profitability, and assets. Several scholars have studied the financial interpretation of market performance. (Kaplan & David, 1996) introduced the Balanced Scorecard, a framework that considers financial indicators such as revenue growth, profitability, and return on investment (ROI) as key performance measures for the concept. (Rappaport, 2006) builds on (Kaplan & David, 1996)'s arguments to suggest that financial metrics are fundamental in assessing an organization's ability to generate revenue, manage costs, and deliver shareholder value. From the scholars above, we understand that financial indicators give a quantitative and much objective assessment of perceived market performance which makes financial metrics attractive to stakeholders such as investors and executives.

While attempting to measure market performance, other scholars have instead looked at customer engagement, loyalty, and satisfaction in contrast to only looking financial perspective. They argue that customer centric perceived market performance metrics are more likely to push any other business objectives. (Asubonteng, Karl, & John, 1996) used the SERVQUAL model defined a new way to measure service quality based on customer perceptions. Organizations have today used this model to build customer relationship management systems to enable them to collect data on consumer behavior, preferences and to provide feedback. According to (Payne & Pennie, 2005), customer relationship management (CRM) systems enable organizations to collect data on customer behavior, preferences, and feedback, offering insights into market performance. Customer-centric metrics emphasize the long-term value of building strong customer relationships, as satisfied customers are more likely to become loyal advocates (Reichheld & Thomas, 1996).

Finally, Other scholars examine perceived market performance through a competitive analysis lens. They hold that organizations must be aware of how they compare with their competitors in terms of market share, positioning, and competitive advantage. (Porter, 1985) theorized a Five Forces framework, which assesses competitive dynamics within an industry, he continues to suggest the 5 forces as competitive rivalry, supplier power, buyer power, threat of substitution, and threat of new entry. According to (Luo, 2005), competition metrics including market share estimate an organization's relative strength in the market. These perspectives help organizations understand their competitive position, identify opportunities for growth or diversification, and strategize for market leadership.

2.3.1 Significance of market performance

Without an understanding of market performance measurement, organizations whether local or multinationals can almost never sustainably run operations. Market performance helps executives to estimate the effectiveness of organizations' marketing strategies and operations (Szymanski, Sundar, & Varadarajan, 1993) which in turn shapes decision making and future investment on assets. Metrics like financial indicators give business leaders a quantitative and much more objective assessment of the market providing a good way to manage stakeholders such as investors and executives.

Measuring market performance can enhance organizational effectiveness. (Kaplan & Norton, 1996) argue that market performance metrics provide organizations with a clear picture of their strengths and weaknesses. By assessing metrics such as market share, sales growth, and customer satisfaction, organizations can identify areas where they excel and areas that require improvement. This information serves as a foundation for setting strategic goals and allocating resources effectively (Clark & Tim, 2001). Market conditions are constantly evolving, influenced by factors such as technological advancements, shifting consumer preferences, and competitive pressures. market performance measurement is important for organizations to adapt to these changes effectively (Kaplan & David, 1996). By regularly evaluating key performance indicators (KPIs), organizations can adjust their strategies, product offerings, and marketing tactics to align with changing market dynamics.

Market performance measurement provides the data and insights necessary for making strategic decisions. For instance, understanding market share trends can help organizations decide whether to invest in market expansion or diversification (Porter, 1980). Additionally, metrics like customer acquisition cost (CAC) and customer lifetime value (CLV) enable organizations to make informed decisions about marketing budgets and customer retention strategies (Felix & P. A, 2017). Additionally, strategic decision-making based on market performance data can lead to a competitive advantage.

2.3.2 Components of Perceived market performance

2.3.2.1. Market Share

Market share represents an organization's portion of total sales or revenue within a specific market or industry. However, a debate exists on how this portion should be calculated and interpreted. For example, (Wind & Vijay, 1981) define market share as the percentage of an organization's sales or revenue relative to the total sales or revenue in the market. While this definition provides a straightforward measure of an organization's market presence, (Day & Robin, 1988) suggest that market share should be considered in the context of strategic objectives. They emphasize that market share can take different forms, such as leadership market share, niche market share, or profit share, depending on an organization's strategic intent. This perspective acknowledges that market share is not a 'one-size-fits-all' metric and should align with an organization's goals.

Market share has been seen as the most influential measure to evaluate the marketing performance (Clark & Tim, 2001). According to the research conducted by the Profit Impact of Market Strategies (PIMS) project and the Boston Consulting Group (BCG), companies which have focused on gaining market share can enjoy the economies of scale and long-term profitability (Clark & Tim, 2001) and (Kurtz & Stephen, 1992) indicate companies that focus on increasing market share are much more sustainable for any firm and implementing market dominance measures can increase companies' revenues, profitability. Research by (Schwalbach, 1991) indicated that companies with higher market share can enjoy higher ROI on invested capital.

However, several studies published in the journal of marketing and other academic journals have questioned the validity and generalization of the market share and profitability relationship. The discussion about this relationship has focused on inconsistencies in the magnitude, the statistical significance, and the direction of this relationship reported across studies and across models within the same study (Szymanski, Sundar, & Varadarajan, 1993).

2.3.2.2. Sales Revenue

The definition of sales revenue sounds straightforward i.e., total revenue generated from sales activities. Sales revenue is the lifeblood of almost every organization in the world. It is a key perceived market performance metric used in measuring financial viability. However, the concept of sales revenue is not uniform across organizations, and different scholars and organizations approach its definition and measurement in various ways as detailed below.

Scholars have identified 2 types of sales revenue which are product revenue and service revenue: One primary distinction is between product revenue and service revenue. revenue (Kotler & David , 2002) emphasize product sales as a subset of sales while (Lawrence, Andrew , & Lisa K. , 2019) note that revenue from services, such as consulting or subscriptions, should be included in calculating gross sales revenue. This distinction can significantly impact the assessment of market performance, especially in service-based industries like the telecommunications industry. According to (Kaplan & David, 1996), Sales revenue can be further categorized as direct revenue, which comes from core products or services, and indirect revenue, which includes income from secondary sources like licensing, partnerships, or royalties (Kaplan & Norton, 1996).

The measurement of sales revenue is influenced by both industry characteristics and an organization's strategic goals. Various approaches to measuring sales revenue include gross revenue, net revenue, and adjusted revenue. Gross revenue represents the total amount generated from sales before any deductions or expenses (Kaplan & David, 1996), The authors continue to explain that it provides a comprehensive view of an organization's top-line performance. Another measurement of revenue is net revenue, and it is concerned with profitability and margin analysis. According to (Wind & Vijay, 1981), net revenue is calculated off gross revenue and it

is calculated by deducting direct costs, such as production or service delivery expenses, from gross revenue, resulting in a measure of profitability. According to (Kaplan & David, 1996) more analysis must be done on net revenue by calculating adjusted revenue, this provides a clearer picture of an organization's core revenue generation capabilities, excluding irregularities.

2.3.2.3. Brand Awareness

Brand awareness is defined as the extent to which consumers recognize or recall a brand, often in the context of a specific product category (Keller, 1993). The author continues to define brand awareness as the first and fundamental attribute of customer brand equity. It is an important indicator of consumers' knowledge about a brand, the strength of a brand's presence in the consumers' minds and how easily that knowledge can be retrieved from memory (Aaker, 2009). Therefore, brand awareness can be generalized as the probability that consumers will easily recognize the existence and availability of a company's product or service.

Scholars distinguish between brand recognition and brand recall. For example, (Keller, 1993) defines brand recognition as the consumers' ability to identify a brand when presented with it, while brand recall involves consumers' ability to spontaneously retrieve the brand from memory. This distinction affects the measurement approach, as recognition can be assessed through aided awareness, while recall often requires unaided awareness measures. (Aaker, 1991) emphasizes the importance of "top-of-mind" or "first-in-mind" awareness to measure brand recognition and recall respectively. The author explains 'first to mind' awareness as the level of awareness that indicates a brand being the first one that comes to consumers' minds when thinking about a specific product category, making it a powerful indicator of brand strength.

Aided awareness measures the extent to which consumers can recognize a brand when prompted with a list of brand names (Keller, 1993). It is often used in surveys where respondents are presented with a list of brand names and asked which one, they are familiar with. Aided awareness provides a binary measure where consumers are either aware or unaware of the brand. According to (Aaker, 1991), unaided awareness measures consumers' ability to recall a brand from memory without any prompts while unaided awareness assessments typically involve open-ended questions, where respondents are asked to name brands in a specific category. Finally, brand recall the same as unaided awareness but focuses on consumers' ability to recall the brand

name specifically (Keller, 1993). This measure is particularly relevant when assessing top-of-mind awareness and evaluating a brand's share of consumer mind space.

2.4 Relationship between social media marketing and perceived market performance of telecommunication industry.

Several studies have linked social media marketing to market performance, researchers have found that social media positively influences perceived market performance boosting almost all key performance indicators defined by marketing managers. (Wu, Jose Manuel, & Jose Maria, 2020) on their study on social media marketing and perceived market performance in fashion brands of Taiwan found that social media marketing enables product communication in a much-diversified focus giving the customer an understanding of what they are buying which in-turn drives purchase decisions. According to (Kirabo, Gregory, & Mike, 2020), social media marketing compliments strategic marketing to drive performance in business processes and techniques of working in the telecommunications industry. According to (Namusonge, Kirabo, & Irav, 2021), today's interconnected global market means that social media can drive performance for telecommunications companies if strategies are well executed.

Social media marketing has been marked “a revolutionary marketing tool” that organizations can use to drive perceived market performance (Tuten & Alma, 2018). Several scholars have focused on its characteristics that must be utilized effectively to truly unleash its power in marketing to drive market performance. (Kim & Ko, 2010) studied the contribution of social media marketing to performance in the fashion industry and identified its 6 elements that can be adjusted to push performance as trendiness, entertainment, interaction, engagement, promotion, word of mouth.

Different scholars have investigated the use of social media marketing in Uganda to organizational performance work and found out that SMM can contribute to sustainable growth in SMEs in Uganda (Sendawula, Turyakira, Grace, & Saadat, 2022), SMM can drive brand involvement for the entertainment industry (Musiiime & Lufumbi, 2020). Other studies have found that social media activity and marketing are all tightly is regulated by Uganda Communications Commission (Kikawa, Kiconco, & Agaba, 2022). (Ongache, 2015) illustrates a great deal of competition in the telecommunications industry and continues to suggest effective

regulation marketing across all channels. UCC therefore ensures effective and proficient techniques to provide for market share and competitive advantage in the telecommunication industry (UCC, 2021).

In the telecommunications industry, (Kwayu , Banita , & Mumin, 2016) found out that social media marketing has a transformative effect on driving marketing objectives. (Diebes & Raed, 2019) studied social media marketing in telecoms of Palestine and found out that social media can be a key strategic tool in building B2C customer relationships which can consequentially boost sales, brand awareness and equity.

2.5 Conclusion

From the literature analyzed above, we understand that social media marketing has a transformative effect in driving performance of organizations. We also conclude that specific KPIs can be pushed by social media marketing, such as increasing brand awareness, improving the companies brand image (Pham & Bashar, 2015), creating value for stakeholders (Busch, Jens, & Sandra, 2018), monitoring and analyzing conversations of customers to understand customer behavior (Heinonen, 2011).

This means that CMOs in all organizations can leverage the power of social media to drive their objectives and improve stakeholder value. These performance indicators pushed by marketing managers in turn define how an organization performs in a certain period. Marketers must be mindful of these facts above to diversify their channels because according to (Dodokh & Mohammad, 2019), everyone is leveraging the power of social media marketing and its advantages to push KPIs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the research methodology that was used in the study. It presents the population of study, sample and sampling techniques, data collection methods as well as data analysis and data presentation methods.

3.2 Research Design

The research employed a cross sectional research design approach. The cross-sectional research method was used to understand the relationship between social media marketing and perceived market performance of telecommunications industry in Uganda. MTN Uganda was used as the case of study.

The researcher opted to use the cross-sectional method because according to (Robson, 2010), the cross-sectional design is used for its in-depth investigation of an individual, group, institution and makes detailed examination of a single subject.

The quantitative research method was the only method used to reduce bias. The researcher chose this method because according to (Burdess, 2010), quantitative data gives narrative and descriptive information that explains and gives deeper understanding into a research problem.

3.3 Population and Study Area

According to (Amin, 2008), a population is a complete set of individuals, objects, or cases with common observable characteristics. The population of study was 380 employees of MTN Uganda from 7 departments including top level managers, mid-level managers, specialists and employees in sales and marketing, business intelligence, customer service, B2B and digital marketing teams amongst others (Human Resource Manual, 2023). The study was done in Kampala district because this is where MTN Uganda headquarters and most service centers are located, this gave the researcher more proximity to the target population.

3.3.1 Unit of Analysis

The unit of analysis for this study was MTN Uganda.

3.3.2 Unit of Inquiry

The unit of inquiry was employees of MTN Uganda.

3.4 Sample size selection

A sample size of 181 respondents were selected for the study using a sample size selection model by (Krejcie & Daryle , 1970). This sample size consisted of MTN Uganda staff from 7 departments as shown in Table 1 below.

Table 1: Study Population, Sample Size

Category/Department	Population	Sample Size
Marketing	20	9
Sales and Distribution	128	64
Customer Experience (CEX)	65	36
Finance & Accounting	70	34
Enterprise Business Unit (EBU)	50	24
Legal, Internal Audit & Forensics	15	9
Business Intelligence & Analytics	10	5
Total	380	181

Source: Internal MTN Uganda Human Resource Manual 2023

3.5 Sampling technique

The researcher applied one sampling technique i.e., Simple random sampling to enroll respondents. The study employed the “sampling without replacement” approach to ensure that no sampled unit is sampled for any other time. This is because it ensures that every member of the target population has an equal and independent chance of being included in the sample. This was achieved by writing names of employees from target departments off the list provided by MTN Uganda Human Resources, the written names were all put in a box and the research randomly picked up one single name at a time to administer the questionnaire.

3.6 Data collection methods

The study only utilized the quantitative method of data collection by using copies of questionnaires which were disseminated to the respondents to collect primary data. Primary data

helped the researcher to collect firsthand information from the respondents. The main purpose of using a questionnaire was to enable quantifiable research by sampling a wider population of participants with diverse backgrounds rather than a single specified group which in turn helps in removing the subjectivity issue through averaging (Yin, 1994). Questionnaires contained only structured questions.

3.7 Data collection instruments

Data collection instruments in this study were copies of questionnaires. A questionnaire was used to collect quantitative data. A digital questionnaire with close ended questions was sent to each respondent through e-mail, or social media or SMS using Google Forms. The questionnaire was based on a five-point Likert scale from which respondents were required to show their extent of agreement with various statements drafted based on the objectives of the study. This tool was considered because it gives respondents an opportunity to express themselves without being influenced by others.

3.8 Data Quality control

To ensure the validity of data, the data collected was recorded and edited so that only data relevant to this study was analyzed and presented for fair presentation of this work. To ensure the reliability of the data, only respondents with good knowledge of the subjects under study were sampled. These included managers, specialists, consultants, contractors, senior and general managers.

Through discussing with academic supervisors, and experts on the study's subject matter, the researcher checked for ambiguity, simplicity, clarity, and relevance of the instruments used. To increase confidence that the instrument would yield acceptable results, a reliability analysis of the scales in the research instrument was carried out. The questionnaire was pretested before being administered to respondents.

3.9 Measurement of Variables

The variables were measured on a 5-point scale questionnaire ranging from 1(strongly disagree) to 5 (strongly disagree) and the midpoint 3 (undefined/neutral) to acquire definitive data. The questionnaire helped the researcher get quantifiable data. The variables were measured based on the indicators of the conceptual framework.

The independent variable was social media marketing which focused on 3 items; promotion, interaction and trendiness adopted from literature by (Kim & Ko, 2010), whereas the dependent variable perceived market performance had three items market share, sales revenue and brand awareness adopted from literature by (Felix & Chris, 2017)

Table 2: Measurement of variables

Variable	Indicator	No. of Items	Source
Social Media Marketing	• Promotion	5	(Kim & Ko, 2010)
	• Interaction	5	
	• Trendiness	5	
Perceived market performance	• Market Share	5	(Felix & Chris, 2017)
	• Brand	5	
	Awareness	5	
	• Sales Revenue		

3.8 Validity and reliability

3.8.1 Validity of research instrument

The validity of the study was concerned with the extent to which the data collection instruments accurately measured what they intended to. This is important to the acceptability of an instrument for research purposes. According to (Brink, 1993), validity refers to the appropriateness of the instrument in collecting data that was supposed to be collected while reliability refers to its consistency in measuring whatever it was meant to measure. Validity measured by both content and expert validity.

Expert validity is a property of a test intended to measure something while content validity measures the extent to which the content of the instrument corresponds to the content of the theoretical framework of the study. Content validity was assessed using the questionnaire which measured the same concepts. Validity of the instrument was obtained using the content validity index (CVI) which holds that when the measurements are consistent with the theoretical expectation, then the data satisfies construct validity.

Below is the following formula that was used to test the validity index.

$$\text{CVI} = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items in the instrument}}$$

The questionnaire was considered valid after it generated coefficient above 0.7 as recommended by (Mugenda & Mugenda, 2003).

3.8.2 Reliability of the research instrument

Reliability is the degree of consistency according to (Mugenda & Mugenda, 2003). Reliability is used to measure the degree to which the instrument would be the same when put under the same conditions. Data collection instruments are presumed reliable if they produce the same results even if other researchers are using them to measure the same concepts from the same respondents.

To ensure reliability, the research instrument was pre-tested to selected 5 respondents from MTN Uganda to ensure consistency and comprehensiveness. Furthermore, consultations with other researchers and academic supervisors were done to review the research instrument. The degree of reliability was established using Cronbach's coefficient Alpha to show the level of the relationship between social media marketing and perceived market performance of telecoms could be generalized.

According to (Mugenda and Mugenda, 2003), a high Cronbach's coefficient Alpha above 0.72 is considered to indicate high reliability hence acceptable for social research. The Cronbach's Alpha Reliability Coefficient (α) was calculated for this study by running a statistical test using Statistical Package for Social Scientists (SPSS).

3.9 Procedure for Data Collection

Data was collected using a digital questionnaire supported by Google Forms. It was administered to the respondents at MTN Uganda through digital copies using e-mail, SMS, and social media channels including What's App and Microsoft Teams. The questionnaires consisted of 3 sections: Section one addressed the profile of the respondents and the organization, section two addressed social media marketing and section 3 addressed the influence of social media marketing on perceived market performance of telecommunications industry in Uganda. Secondary data from different scholars also focused on already existing data (publications). This was aimed at having a better understanding and to provide an insightful interpretation of the results from the study.

3.10 Data Analysis and presentation

3.10.1 Quantitative data

The collected data was edited for accuracy and completeness. Editing was done to find out how well the answered questionnaires were in line with consideration to questions by the study respondents. The edited data was then coded. Coding involved assigning numbers to similar questions from which answers were given a unique look to make the results of the study presentable.

Data collected through questionnaires was analyzed using Statistical Package for Social Sciences (SPSS). Descriptive analysis was carried out and data was tabulated for easy presentation, tabulation of data involved use of tables. Data analysis focused on determining the degree of the relationship (regression and correlation) between social media marketing and perceived market performance of telecommunication industry.

3.11 Measurement of instruments

Measurement of variables gives the researcher information regarding the extent to which the individual difference on a given variable (Mugenda and Mugenda, 2003). It is upon this basis that the appropriate measurement of instruments was used to measure and categorize data in an orderly form using a five Likert scale on the questionnaire as below.

Table 3: Likert Scale used in the questionnaire

5	4	3	2	1
Strongly disagree	disagree	Not sure	Agree	Strongly agree

A Likert scale consisted of several statements expressing a scale of strongly agreeable to strongly disagreeable attitude towards a given subject which the respondents were required for them to respond. Each response was given a numerical score indicating whether agreeable or disagreeable and the scores were analyzed to measure the respondent's attitudes. The scale helped the researcher to know the extent to which objectives were to be achieved.

3.12 Ethical clearance

The researcher presented a data collection introduction letter from Makerere University Business school to the management of MTN Uganda for authorization. The researcher ensured that no misleading questions appeared on the questionnaire to reduce biased responses from respondents. Respondents were also made aware of their rights and asked for their consent to voluntarily participate in the study.

Additionally, there was privacy on data collected in that data was kept in a password safe environment and to ensure confidentiality, the researcher ensured that no personal questions such as names or email addresses were collected. The data was presented to the compliance team of MTN Uganda to check that information shared in the report did not reveal anything too private for the firm.

Finally, the study was conducted following the laws and regulations coded by ethics of the telecommunication industry as set by Uganda Communications Commission and the laws of Uganda.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

This chapter includes the analysis of the data collected and their interpretations by each objective. The first section presents the response rate and the demographic characteristics of the respondents.

4.1 Response Rate

The study distributed 181 questionnaires; however, 177 questionnaires were returned, yielding a response rate of 98%. (Amin, 2004) considers that if the response rate is more than 70%, the results can be generalizable. Since the researcher works with MTN, response rate of 98% was achieved due to aggressive follow-up with all respondents who accepted the questionnaire.

4.2 Demographic Characteristics of the Respondents

This section determines the demographic characteristics of the respondents. Frequencies and percentages distribution tables were used to summarize the demographic characteristics of the respondents in terms of age, gender, education level, marital status, terms of employment and work experience. Table 4 gives the summary of the findings.

Table 4: Age of Respondents

	Frequency	Percent
20-29	104	58.8
30-39	51	28.8
40-49	22	12.4
Total	177	100.0

Source: (Primary Data, 2023)

The results presented in table 4 revealed that the majority, (58.8%) of the respondents were within the age group of 20-29 years, followed by (28.8%) who were within the age group of 30-39 years.

Respondents within the age group of 40-49 were represented by (12.4%) and none of the respondents were in the range 50 years and above. Respondents aged between 20-29 years dominated the study representing 58.8% at MTN Uganda.

Table 5: Gender of the respondents

	Frequency	Percent
Male	78	44.1
Female	99	55.9
Total	177	100.0

Source: (Primary Data, 2023)

Table 5 revealed that majority, (55.9%) of the respondents were female while (44.1%) of them were male. The dominance of the female in the study implies that MTN Uganda had employed more of women compared to men.

Table 6: Education level of the Respondents

	Frequency	Percent
Post graduate Diploma	18	10.2
Bachelor's Degree	86	48.6
Post graduate Degree	43	24.3
Others	30	16.9
Total	177	100.0

Source: (Primary Data, 2023)

Table 6 indicated that 48.6% of the respondents had an undergraduate degree, followed by 24.3% who had graduated with a post graduate degree i.e., masters and PhD. Respondents who had a postgraduate diploma were represented by (10.2%). The dominance of the respondents had a degree qualification. This implied that they have knowledge about the study variables.

Table 7: Marital status of the Respondents

	Frequency	Percent
Single	88	49.7
Married	87	49.2
Widowed	1	.6
Divorced	1	.6
Total	177	100.0

Source: (Primary Data, 2023)

Furthermore, results in table 7 above indicated that 49.7% of respondents were single, 49.2% were married, while the widowed, and divorced were represented by 0.6% respectively. The above finding implied that most of the respondents were single.

Table 8: Terms of employment of the Respondents

	Frequency	Percent
Service Contract	31	17.5
Fixed Term Contract	36	20.3
Full Term Employee	84	47.5
Short Term Contract	26	14.7
Total	177	100.0

Source: (Primary Data, 2023)

Findings in the table 8 above indicate that 47.5% of respondents are on full term employment, 20.3% are on fixed term contract, these are contracts terminated or renewable by MTN Uganda, 17.5% are on service contract, these are contracts managed by vendors in different departments, and 14.7% are on short term contract which include internships, apprenticeships etc.

Table 9: Work duration of the Respondents

	Frequency	Percent
Less than 1 year	16	9.0
1-5 years	68	38.4
6-10 years	70	39.5
Over 10 years	23	13.0
Total	177	100.0

Source: (Primary Data, 2023)

As seen in table 9, results indicate that 39.5% had served for a period between 6-10 years and 38.4% had served for a period between 1-5 years, 13% had served above 10 years and 9% had served less than 1 year. This means that most of the respondents had good working knowledge of the variables from the work experience and knowledge.

4.3 Correlation results

The study sought to examine the relationship between social media marketing and perceived market performance of telecommunications industry in Uganda. The main objective of the study was to examine the relationship between social media marketing and perceived marketing performance in the telecommunication industry in Uganda. The researcher also analyzed secondary objectives including the relationship between interaction and perceived market performance in the telecommunication industry in Uganda, the relationship between trendiness and perceived perceived market performance in the telecommunication industry in Uganda, the relationship between promotion and perceived market performance in the telecommunication industry in Uganda.

In a bid to address these objectives, Pearson's correlation model was used, and the findings are indicated in table 10 below.

Table 10: The relationship between variables

		1	2	3	4	5
Interaction	(1)	1				
Trendiness	(2)	.744**	1			
Promotion	(3)	.726**	.828**	1		
Social media marketing	(4)	.505**	.475**	.490**	1	
Market performance	(5)	.707**	.680**	.708**	.784**	1

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

Source: (Primary Data, 2023)

4.3.1 Relationship between interaction and perceived market performance

According to table 10 above, the findings indicated that interaction had a positive relationship with perceived market performance. The relationship was significant ($r=0.707$ and $P\text{-value}<0.01$). This implied that there was evidence to explain that interaction results in an increase in market performance.

4.3.2 Relationship between trendiness and perceived market performance

The findings in table 10 also revealed that trendiness had a positive significant relationship with perceived market performance ($r=0.680$ and $P\text{-value}<0.01$). This indicated that there was statistical evidence to explain that an increase in the trendiness would increase market performance.

4.3.3 Relationship between promotion and perceived market performance

It was also revealed in the findings of table 10 that promotion also had a positive relationship with perceived market performance and the relationship was significant at ($P\text{-Value}<0.01$ and $r=0.708$). This meant that an increase in promotion by the firm would also increase market performance.

4.3.4 Relationship between social media marketing and perceived market performance

Additionally, the findings in table 10 indicate that there is a significant positive relationship between social media marketing and perceived market performance ($r=0.784$ and $P\text{-value}<0.01$). These findings indicated that social media marketing contributes more to perceived market performance as compared to other strategies considered in this study.

4.4 Regression Analysis

The researcher analyzed the contribution of social media marketing to perceived market performance based on multiple simple regression analysis. The analysis results are shown in Table 11 below.

Table 11: Regression Results

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.678	.185	3.669	.000		
	Interaction	.465	.070	.484	.000	.387	2.584
	Trendiness	.156	.061	.172	.012	.445	2.249
	Promotion	.213	.051	.248	.000	.582	1.718

a. Dependent Variable: MARKET PERFORMANCE

$R=0.805$, $R\text{-square}=0.647$ and $\text{Adjusted } R\text{-square}=0.641$

Source: (Primary Data, 2023)

The results in table 11 above indicate that 64.1% ($\text{Adj } R\text{ Squared}=0.641$) of the variations in perceived market performance is explained by interaction, trendiness, and promotion. This implies that the remaining 35.9% is explained by other variables not considered in this study. Additionally, the results show that a unit increase in interaction corresponds to a 0.484 unit increase in perceived market performance ($\text{Beta}=0.484$, $P<.001$). Similarly, a unit increase in trendiness is associated with a 0.172 unit increase in perceived market performance ($\text{Beta}=0.172$, $P<.01$). Furthermore, a unit increase in promotion is associated with a 0.248 unit increase in

perceived market performance (Beta=0.248, $P < .001$). Based on the beta values from regression table 11 above, the results indicate that interaction better explains perceived market performance with Beta=0.484 than trendiness which has Beta=0.172 and promotion with Beta=0.248. There is no multicollinearity among the independent variables since all the values of Variance Inflation Factor (VIF) are less than 10.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses findings regarding research objectives about the relationship between interaction, trendiness, and promotion against perceived market performance of telecommunication industry in Uganda. The chapter also gives a conclusion and recommendation for improvements and further research.

5.1 Discussion of the findings

5.1.1 Relationship between Interaction and perceived Market Performance

The findings revealed that social media interaction has a positive and significant relationship with perceived market performance ($r=0.707$ and $P\text{-value}<0.01$). Therefore, companies must keep an online customer engaged to see a significant increase in perceived market performance. This statistical evidence is in line with (Graves, 2016) who established that social media is used to gain the attention and involvement of consumers to increase sales from social media channels. (Vitasovic, 2013) also explained that companies can use social media to create conversation and interact with the customers who in turn become ambassadors. (Carlson, Rahman, Voola, & Vries, 2018) posited that social media can be a good place where consumers and businesses have significant opportunities to exchange information about product and brand communication.

5.1.2 Relationship between Trendiness and Perceived Market Performance

The findings revealed that trendiness has a positive and significant relationship with perceived market performance ($r=0.680$ and $P\text{-value}<0.01$). Therefore, companies must keep posting trending content and leveraging trending societal nuances in social media to see significant increase in market performance. This statistical evidence is in line with (Stokes, 2011; & Fore, 2016) who revealed that trendiness of content is a key factor in leading to concrete actions such as order completion on a website or information request. (Kim & Ko, 2010) also posited that businesses on the social media can transfer the uniqueness of the product and brand to the customers by means of peer-to-peer communication through leveraging current events which are popular and common to the target customer. This in turn improves market performance.

5.1.3 Relationship between Promotion and Market Performance

The findings revealed that promotion has a positive and significant relationship with perceived market performance ($P\text{-Value} < 0.01$ and $r = 0.708$). Therefore, companies must continuously promote their message on social media to see a significant increase in market performance. This statistical evidence is in line with (Mangold & Faulds, 2009) who explained that promotion is used widely for increasing engagement, education, organization, communication, advertisements, correlation creation for marketing activities. (Felix & Chris, 2017) note that social media marketing promotion can help companies to develop customer portfolios to be targeted. (Kahiki & Babie, 2011) also found out that promotion campaigns keep customers engaged and in touch with the company's offerings even if they are not following the firm's pages.

5.1.4 Relationship between Social Media Marketing and Market Performance

The findings revealed that social media marketing has a positive and significant relationship with perceived market performance ($r = 0.784$ and $P\text{-value} < 0.01$). These findings indicated that combined elements of social media marketing contribute more to perceived market performance as compared to individual elements considered in this study. This statistical evidence is in line with (Wu, Jose Manuel, & Jose Maria, 2020) who found that social media marketing enables product communication in a much-diversified focus giving the customer an understanding of what they are buying which in-turn drives purchase decisions to drive market performance.

5.2 Conclusions

5.2.1 Interaction and Perceived Market Performance

The study findings on the impact of interaction on perceived market performance found that interaction is a huge driver of perceived market performance. This is because social media interaction fosters a two-way communication enablement between businesses and customers, sharing of sentiments amongst customers themselves without the company's intervention, the study also revealed that customers can easily recommend firm's services to other consumers using interaction among the business customers due to interactions between the customer to customer (C2C) and business to customer (B2C) engagements online.

5.2.2 Trendiness and Perceived Market Performance

The effect of trendiness on the perceived market performance was found to be significant and positive. Perceived market performance is boosted when firms are utilizing trendy and fun content to make the firm reach a much larger audience through voluntary content sharing by customers. Trendiness consequentially increases engagement between businesses and customers, this in turn decreases marketing costs and provides a base for customer relationships to be built amongst different segments.

5.2.3 Promotion and Perceived Market Performance

A positive relationship exists between promotion and perceived market performance according to this study. Companies that are intentional about social media promotion are increasing perceived market performance by leveraging the use of social media to run adverts, reach more audiences, interact with customers directly, distribute their products through social channels and maintain a two-way communication with their customers which is enhancing market performance.

5.2.4 Social Media Marketing and Perceived Market Performance

There was a positive correlation between social media marketing and market performance. Social media marketing was identified to be a key tool used for brand awareness, boosting sales, fostering customer relationships, providing sales leads, receiving customer feedback, launching new products, and creating stakeholder value. Social media marketing was understood to be reducing the cost of marketing too.

5.3 Recommendations

To boost perceived market performance using social media marketing as a tool, the study recommends the following:

The results of the study show that an engaged social media user can easily be turned into a customer and an advocate of any firm. Companies must therefore ensure that the consumer online is highly engaged on brand pages and websites. Firms must carefully create and disseminate content on social media that is fun, easy to understand, relatable, trendy to keep the customer hooked. This kind of content encourages customers to share, like, retweet and further engage with firm's communication. This in turn will reduce the cost of marketing, increase brand likeability, and increase customers as ambassadors in their segment which consequentially increases sales revenues.

The study also revealed that social media marketing is a changemaker in pushing performance. Therefore, different strategies should be employed while approaching social media marketing. Marketing through this channel should not stop at organic marketing and reach, it should be complemented by social media promotion in sponsored ads and posts. Paid and sponsored posts must be planned for in the marketing budget for proper execution. Promotion on social channels helps firms to reach a much larger audience at a much lower cost than any other type of marketing.

The study also revealed that social media platforms are diverse, different, and complicated to use for marketing. This is because they use different algorithms to rank marketing content, customers' engagement, and all social media activity. Companies should therefore train and develop talent to run effective marketing through social media. It was revealed that different content works for different platforms, for example short form videos work well for TikTok, short form text performs well for X(Twitter) and pictures work well for Instagram. Employees running social media pages should deeply understand these nuances.

Companies should use diverse content marketing strategies on social media. Content should range from videos, texts, images, memes, etc. Captivating images, exciting texts and entertaining memes provide customers with visual stimulation, making it likely to be

remembered and making customers more likely to engage. Companies must try using diverse content to explain products or services that can help tell brand stories in engaging ways.

5.4 Limitations of the study

Results were not generalized to other contexts. However, efforts were made to obtain views from a variety of stakeholders including top management, employees, and shareholders. There is a possibility that some perspectives will be missing on the selection method.

Respondents were concerned about providing confidential information. This could have limited data collected on elements like sales revenue, which is highly secretive as it would have been hard to reveal for respondents. However, the research assured the respondents about how data privacy was being handled in the study.

The researcher also faced a financial constraint. This affected the coverage of the study; however, the selected data collection and analysis methods were both time and cost saving.

5.5 Areas for further Studies

The study sought to determine the relationship between social media marketing and perceived market performance in telecommunication companies in Uganda. Future studies related to this topic should investigate the competition strategies in social media marketing while attempting to boost perceived market performance and approaches to social media marketing for startups since this study only covered a well-developed industry in the country.

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APPENDECIES
RESEARCH QUESTIONNAIRE

Research topic: Social media marketing and percieved market performance of the telecommunications industry in Uganda: A case of MTN Uganda

Dear Respondent,

My name is **Nasasira Lebson**. I am pursuing a Master of Science in Marketing at Makerere University Business School. As part of the course requirements, I am conducting a study on the above-stated topic. The study is significant in assessing the contribution of social media marketing to percieved market performance in the telecommunications industry of Uganda.

Please spare approximately 05 minutes of your valuable time to fill in this questionnaire. Please give your frank views as possibly as you can. There is no right or wrong answers. An undecided option is available, if you are unable to decide about a statement or if it is not applicable to you. Your individual opinion and all information you provide are strictly confidential, anonymous and will be used only for the purpose of this study.

Thank you for your time and cooperation.

SECTION 1: BACKGROUND DATA *(Please tick a choice that most applies to you)*

	AGE (YEARS)			
1	20-29	30-39	40-49	50 and above
	1	2	3	4

	Gender	
2	Male	Female
	1	2

	Education level			
3	Post Graduate Diploma	Bachelor's degree	Post Graduate degree	Others
	1	2	3	4

	Marital status			
4	Single	Married	Widowed	Divorced
	1	2	3	4

	Terms of employment			
5	Fulltime Employee	Fixed Term Contract	Service Contract	Short Term Contract
	1	2	3	4

	Duration of term as an employee			
6	Less than one year	1-5 years	6-10 years	Over 10 Years
	1	2	3	4

SECTION 2: SOCIAL MEDIA MARKETING

Please indicate the level of your opinion towards the application of social media marketing in your firm in consideration of the following indicators: (1) Strongly Disagree, (2) Disagree, (4) Agree, (5) Strongly Agree.

CODE		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
	SOCIAL MEDIA MARKETING					
	Interaction					
INT 1	Our social media followers share, like and interact with our posts on company pages	1	2	3	4	5
INT 2	It is possible to have two-way interaction with our customers through our firm's social media	1	2	3	4	5

	platforms.					
INT 3	Information about our products and services is shared on our firm's social media platforms.	1	2	3	4	5
INT 4	Our customers buy more if they are interacting and engaging with our social media posts	1	2	3	4	5
INT 5	Social media users are more likely to recommend our products to their friends and families if they have ever interacted and engaged with our posts	1	2	3	4	5
	Trendiness					
TRE 1	Our social media content is always trendy and fun for our customers	1	2	3	4	5
TRE 2	Our firm utilizes prominent trends for its social media marketing activities	1	2	3	4	5
TRE 3	Our firm responds to latest trends and creates social media content for customers	1	2	3	4	5
TRE 4	Our trendy content reaches a bigger population of social media users	1	2	3	4	5
TRE 5	Our social media content goes viral if it is following the latest trends	1	2	3	4	5
	Promotion					
PRO 1	Our customer engagement rate goes up whenever we promote social media posts	1	2	3	4	5
PRO 2	We reach a bigger market whenever we promote our social media content	1	2	3	4	5
PRO 3	Social media promotion increases market reach for our products	1	2	3	4	5
PRO 4	Social media promotion is cheaper than traditional promotion i.e., TV, radio, and print	1	2	3	4	5
PRO 5	Our sales increase whenever we promote content on social media	1	2	3	4	5

SECTION 3: MARKET PERFORMANCE

Please indicate the level of your opinion towards the concept of perceived market performance in your firm in consideration of the following indicators: (1) Strongly Disagree, (2) Disagree, (3) Not Decided, (4) Agree, (5) Strongly Agree.

CODE		Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
	MARKET PERFORMANCE					
	Market Share					
MS1	Our market share relative to our competitors is increased by social media marketing	1	2	3	4	5
MS2	Our market share is sustained by social media marketing	1	2	3	4	5
MS3	Our market share advantage helps our firm in achieving low-cost marketing	1	2	3	4	5
MS4	Our current market share reflects how well social media marketing is being done	1	2	3	4	5
MS5	A big market share improves stakeholder value for our firm	1	2	3	4	5
	Sales Revenue					
SR1	Social media marketing increases sales revenue in our firm	1	2	3	4	5
SR2	Our sales leads are increased by social media marketing	1	2	3	4	5
SR3	Increased sales revenue in our firm increases profitability and various financial metrics of market performance	1	2	3	4	5

SR4	Sales revenue is a major performance indicator of perceived market performance in our firm	1	2	3	4	5
SR5	Our traffic to websites is increased by social media marketing	1	2	3	4	5
	Brand awareness					
BA1	Our customers are aware of our brand	1	2	3	4	5
BA2	Our customers recall our brand easily than other competitors	1	2	3	4	5
BA3	Our customers recall our products and services	1	2	3	4	5
BA4	Our customers like our brand compared to competitors	1	2	3	4	5
BA5	Our brand is easily identified the public in the market by its identity	1	2	3	4	5

Thank you for your time and Participation!