Marketing Culture and Marketing Effectiveness: A Reflection in the Ugandan Telecommunication Industry

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Abstract

This study sets out to examine the marketing culture of firms in the telecommunication industry and how it reflects to marketing effectiveness in Uganda. The main objective is to theoretically understand the relationship between marketing culture and marketing effectiveness and the practical orientation of the forward and backward linkages between the marketing culture of a firm and its marketing effectiveness as it is translated in the firm's day-to-day operations. In order to understand marketing culture and marketing effectiveness in Uganda, Anderson's Contingency-based theory was the basis of the theoretical orientation of this study, and from the literature reviewed a marketing culture-marketing effectiveness conceptual framework was also developed. A total sample of 240, that included 60 employees in the telecommunications sector and 180 customers were selected by both purposive and quota sampling respectively. The key results indicate that marketing culture possessed by the companies was different, and that the most pronounced component of the possessed marketing culture was external marketing behaviour. The findings of the study offer a sound basis for the telecommunications companies to improve their marketing culture in order to enjoy a sustainable marketing effectiveness scenario; have big managerial and organizational implications and the need to undertake a study on the effects of the individual components of marketing culture on marketing effectiveness.

Introduction

The telecommunications industry is a dynamic sector in national economies, and in the last few decades in both Europe and North America there has been an upsurge in the providers of telecommunication services, with companies like Virgin mobile, T-mobile, Vodaphone, etc and back to Africa this trend has not moved fast enough, for example in

Uganda until the early 1990's there was only Uganda posts and telecommunications that provided only fixed line telephone services, the first mobile company, Celtel Uganda become operational in 1993, the second company MTN (mobile telecommunications network) became operational in 1998 and the third company Mango (later became Uganda telecommunications limited) became operational in 2001. Though these companies have tried to gain a wider national coverage, the emergence of new companies has been some how impossible. All these companies boast of high customer numbers and they do undertake marketing strategies to gain a comparative advantage. Therefore it is imperative that the established marketing culture of these companies achieves marketing effectiveness, or at least customers at the end of the line are the beneficiaries, hence this study sets out to examine the degree of relationship and resultant outcomes between the companies marketing culture and marketing effectiveness.

Marketing culture and Marketing effectiveness.
Studies marketing culture have been undertaken for sometime new by some researchers (parasuraman 1986) and according to Webster (1995) marketing research refers to the unwritten policies and guidelines which provide employees with behavioural norms, these norms are so important to the organization as a whole in regard to the marketing function in particular and to the names in which marketing activities are executed in general. Harris (1998) conceptualized marketing culture as an orientation that has a scope and basic assumptions whose dominant sub – culture has a marketing frame of reference values put a positive emphasis on innovation, team integration, competitive outcomes, channelled aggression, focus on people and artefacts that sum marketing verbal, behavioural, and physical creations.

Kohli and Jaworski (1990) contend that marketing culture, finds that the existing marketing theory conceptualizes the "physical" base of marketing through the vague tenets of marketing concept of profitability, a slower focus and organizational integration, however Shein (1985) looks at these vague values of the marketing concept as being founded on deeper basic assumptions of human activity, nature and relation to the broader environment. Impacts on the organization, the organization has the ability to analyze prospect and react to the environment influences its possible to satisfy customer needs and preferences and this puts it in a good position to attain the long run profitability thus ensuring organizational survival to Slater and Narver (1994) marketing culture values emphasize marketing orientation and to Keith (1960) this is seen as aggressive marketing belief.

According to Janorski and Kohli (1993) marketing culture artefacts are more of information systems and to Harris (1998) they are a sum of physical behaviour and verbal artefacts and according to Day (1994) the art facts are marketing oriented and find distinct parallels with capabilities and competences. Therefore looking at the above, marketing culture encamp uses the overall pattern of shared values and beliefs in the organization that helps the staff to understand and grasp the marketing function, and reflects very much on the overall value the organization bestows upon the marketing effort, and this is line with what Webster (1993) described as a multi faceted construct that encompasses the importance placed our service quality, internal communications and innovations.

Claudio and Janeck (1995) contend that marketing as a culture related to basic set of values and beliefs about the central importance of the customer that guides the organization, indeed Webster (1993) points out marketing culture relates to how organization assess market effectiveness especially the analysis on customer, needs, ,competition offerings in the market place as well potential competitive effectiveness. However Holder (2002) as cited in Holder (2004) contradicts the above position by suggesting that marketing culture can not be generalized , that each marketing relationship creates its own culture, therefore culture in marketing sense cannot be generalized but its an infinitely overlapping habitat of shared knowledge.

Further more, according to Holder (2004) marketing culture is reinforced by cultures a system for meanings that are created and maintained as a function of relationship, thereby making marketing culture as concept more slippery and by the above expression perhaps it may be quite hard to view marketing culture in totally. In deed warren Keegan (2004) as cited in Holder (2004) observed that;

"In marketing everything changes and everything matters so the perfect plan tomorrow if it's not renewed and relevant to current market needs and competitive offers"

On the basis of the above Holden (2004) challenges marketers to renew their concept of culture to one that is relevant to today's global knowledge economy. Judging from the above, literature, and many scholars have tried to explain the concept "marketing culture and precisely Webster (1993) defines marketing culture as;

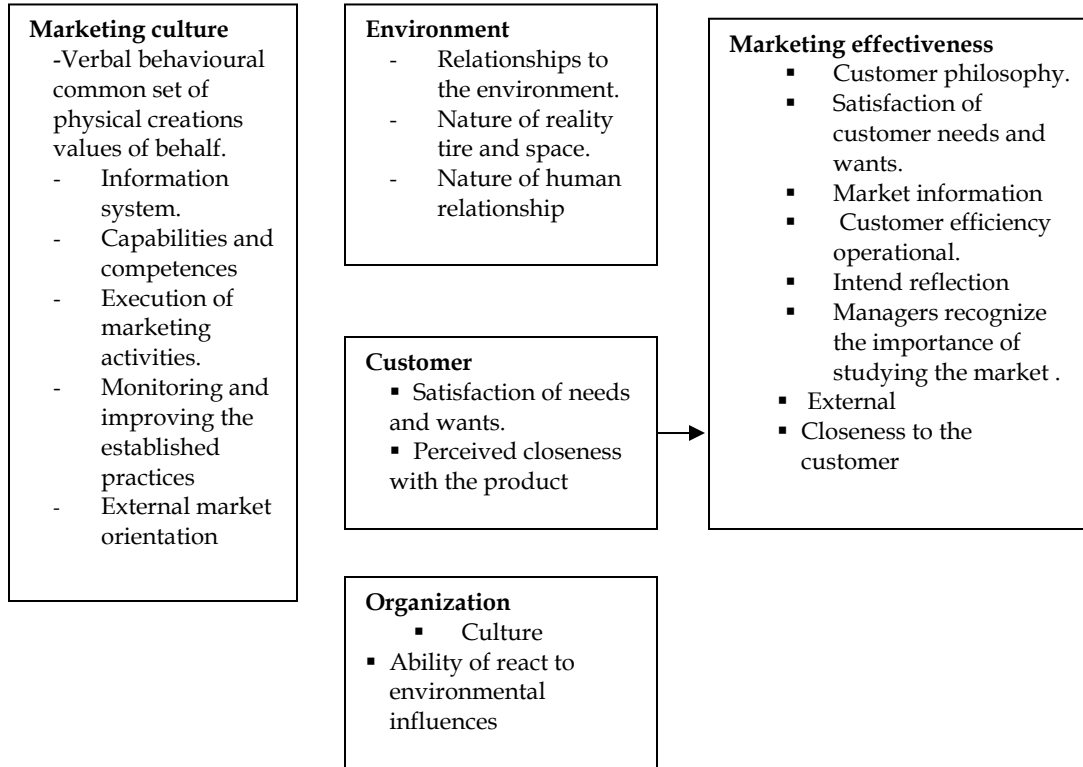"*The unwritten formally decreed and what actually takes place in a marketing context*"

Therefore it is the pattern of shared values and beliefs that eyes individuals understand the marketing function and this provides them with norms for behaviour in the firm. Indeed Narver and Slater (1990) developed a construct of a market oriented culture based on the dimensions of customer and competition. Marketing effectiveness provides a big room for attention for firms as it epitomizes how best their processes meet the end, according to Norborn et all (1990) forms that are close to customers have a common set of values, and demonstrate and external market orientation and have a high degree of marketing effectives.

Kotler (1997) sees the construct of marketing effectiveness in terms of the requirement of effective marketing as being key to managers, hence the need to understand the existing opportunities, selecting the best market sections to serve as well as gearing up to offer superior value to customers.

Therefore this shows that marketing effectiveness calls for effective planning and resource allocation to properly serve different markets, have superior products as well as maintaining market territories. According to Butterfield et al. (1998) marketing effectiveness is more less an effort by organizations to evaluate the effectiveness of their specific marketing approaches especially to some indicators such as the relationship between sales and marketing expenditures. Brigit et all (2002) explain that Kotler 1977 devised abroad framework of marketing effectiveness that has got wide spread usage and this was further refined by Webster (1995) to reflect four dimensions, namely operational efficiency, refers to the internal marketing processes like communication, coordination and implementation of internal marketing activities, customer philosophy refers to the external organizations' focus on customer needs and wants, adequate marketing information refers to both external and

internal firm issues like sales and cost effectiveness of marketing efforts and strategic orientation focuses very much on the forms long term survival .

Figure 1: Conceptual Framework

Marketing culture
-Verbal behavioural common set of physical creations values of behalf.
- Information system.
- Capabilities and competences
- Execution of marketing activities.
- Monitoring and improving the established practices
- External market orientation

Environment
- Relationships to the environment.
- Nature of reality tire and space.
- Nature of human relationship

Customer
- Satisfaction of needs and wants.
- Perceived closeness with the product

Organization
- Culture
- Ability of react to environmental influences

Marketing effectiveness
- Customer philosophy.
- Satisfaction of customer needs and wants.
- Market information
- Customer efficiency operational.
- Intend reflection
- Managers recognize the importance of studying the market .
- External
- Closeness to the customer

Source: Developed from literature.

Birgit et al (2002) contends that marketing effectiveness has two major dimensions, namely the marketing information and strategy orientation, there are not seemingly internal or external elements but clearly a combination of both, this external, - internal orientation depicts very much on what culture does in terms of Deshpande and Webster (1989) whose view is that organizational culture less an effect and implication notably on marketing culture and marketing effectiveness. Organizational culture then to Deshpande and Webster (1989) is seen as; the pattern of shared values and beliefs that help individuals understand organization functioning and thus provides them with the norms for behaviour in the firm this view is also agreed on by (Hofstede 1998).

Theoretical Orientation

The underlying relationship between marketing culture and marketing effectiveness can be explained in theoretical underpinnings especially with reference to Andersons (1982) constituency-based theory, this theory suggests that for a firm to be effective in marketing sense, the long term needs of customers should be satisfied. In order to successfully and sustainably satisfy customer needs an appropriate marketing culture must be possessed by the firm order to implement the desired marketing concept thus supporting the effort of achieving marketing effectiveness.

The above conceptual frame work stems from the overall setting of this paper, and highlights marketing culture as the independent variable, whose different subjects as highlighted above, to do affect, determine or influence the resultant, i.e. marketing effectiveness, hence it becomes the dependent variable. None the less, the author recognizes the fact that there are some intervening variables which shape the process notifies the overall environment, paramount, the customer and indeed the organization itself. Therefore, the above framework, reflect that a greater degree of marketing culture leads to a greater level of achievement in the internal level of marketing effectiveness, and as well a great degree of marketing culture, leads to a greater level of achievement in the external level of marketing effectiveness .

Methodology

The study used exploratory and analytical methods to establish and understand the relationship between marketing culture and marketing effectiveness. Considering the fact that there were only three telecommunication operators in Uganda, namely Mobile Telecommunications network, (MTN) Celtel, and Uganda telecommunication ltd, the researcher decided to study all of hem, there fore there was no need for institutional sampling was employed to get to the key informants or strategically placed people with in these organizations, who would provide the needed information. In addition to the above, Quota sampling was used to select clients or subscribes to the different networks for data collection. Indeed it goes without mention that the above two methodological sampling approaches were undertaken because of the nature of the business as well as cost implications.

The purpose of such approach was firstly from the employees to get their views on the marketing culture of their organizations, and had best the viewed this as leading to marketing effectiveness , also on the clients, subscribers perspective it was imperative to understand their feelings on whether their wants and needs are satisfied and how ?

Table 1: Summary of the respondents

Network	Employees	Customers/Subscribers
MTN	20	60
CELTEL	20	60
UTL	20	60
TOTAL	**60**	**180**

To this end then it would provide clear cut information to establish if any, the relationship important marketing culture hand on marketing effectiveness. Therefore the study approach , was needed into two categories, the marketing culture and marketing effective questionnaire was mailed to randomly selected employee in the middle – management position like managers marketing and sales representatives, and of the first 60 questionnaires set only 32 returned on time, then 28 questionnaires set only 32 retuned on time, then 28 questionnaires were set again, and the second round saw 19 questioners returned making a total of 561 out of 60, making 85% response rate for category I. For category II, it was hand to come with the estimated number due to the nature of the questionnaire as it was a mail one, many people had no post office addresses or might have changed however still the 60 customers per network were established by quota sample means, and each randomly selected.

In total 180 marketing culture and marketing effectiveness questionnaires were rent ,and only 64 were returned , a reminder and another questionnaire were sent to the 116 who didn't respond and art of these 21 respondent, making a total 85 respondents thus 47.2% response rate. Therefore in total 240 respondents were contacted, after a two stage sample and conflict process, 136 refunded the questionnaires making a 57.9% total response rate.

Discussion of findings
This study focused on establishing the relationship between the firms marketing culture and its marketing effectiveness. The findings will be reported in two phases as for the categories that were part of the study.
Category I findings
Marketing culture the findings revealed that the marketing culture possesses by the

firms was as follows.

Table iii

ITEM (n=51)	No of possession	Percentage
Information system	43	84.3
Capabilities and competences	40	78.4
Execution of marketing activities	37	72.5
Monitoring and improving exiting practices	21	41.2
External market behaviour	46	90.2
Internally oriented behaviour	35	68.6

The table above indicates that most of the firms posses marketing culture of different nature, but more significantly is the fact that the highest culture is that the is external market behaviour, this shows that all the firms are outgoing and are determined to effectively satisfy customer needs, the represents 90.2% of their marketing culture effectiveness, however to the

contrary only 41.2% of their marketing culture efforts is geared towards monitoring and the improvement of the existing practices, this may provide a big challenge to the sustainability of the forms marketing efforts Further more asked an six point scale where was more significant less significant) about the environmental and firm factors that affect the firms marketing culture thus significantly impacting on the marketing effectiveness.

Table IV

Factor	Scale position	Number of respondents	Percentage (1%)
Firm size	6	18	35.3
Financial base	5	15	29.4
Form infrastructure	4	08	15.7
Competitors	3	05	9.8
Product	2	03	5.9
Nature of the market	1	02	3.9
N=51	-	57	100

Therefore the above findings reveal that firm size as a predictor of marketing culture significantly affects the resultant firms marketing culture this also affecting the marketing effectiveness, with the nature of the market having a less significance to marketing culture and marketing effectiveness. Significantly on a 6 point balanced scale respondents were asked how marketing culture leads to marketing effectiveness and these being experts or having middle management level position in their organizations, and came up with the following;
 Ranked responses

Marketing culture and how it leads to marketing expectives	6	5	4	3	2	1	Score
Customer philosophy	18 (108)	20 (100)	08 (32)	05 (15)	-	-	255
Marketing information	30 (180)	15 (75)	05 (20)	-	01 (02)	-	277
Strategic orientation	08 (48)	14 (70)	07 (28)	13 (39)	09 (18)	-	203

Operations efficiency	25 (150)	23 (115)	03 (12)	-	-	-	227
Total n=51		(486)	(360)	(92)	(54)	(20)	(-)	1012

The responses above reveal a significant relationship between marketing cultures and marketing effectiveness, because the scores are high, these as a ranked on a6 point balance scale. Findings reveal that when asked whether the firms undertook marketing research on any of the components of marketing culture, and with the premise that marketing research is a supporting variable to marketing culture, the respondents indicates that, in most case marketing research undertaken covered most area of marketing culture, and this is a clear indicate that once the marketing culture is supported by research that it would lead to effectiveness satisfaction of customer needs and wants, and this is summarized in the table below -

Table VI

Marketing culture	Distribution
Information system	49
Capabilities and competences	45
Execution of marketing activities	47
Monitoring and improving existing practices	23
External market behaviour	42
Internally oriented behaviour	43
Concrete values norm and beliefs	50

Category II findings

Inquiring about customer needs

On whether the different firms do inquire or ask their customers about their needs and wants, the respondents indicated that to some extent they are asked about their needs and wants, and this indicates a concerted efforts by firms to ensure marketing effectiveness, and in response to the above the respondents revealed the following

Table VIII

Do firms ask clients about needs and wants	Distribution	

	Number	%
Yes	79	93
No	06	07
Total	85	100

Satisfying customer needs

Further more findings revealed that customers were slightly not sure wetter the firms offers and marketing efforts did satisfy their needs and wants despite efforts by the firms to learn about the customer needs, and the findings indicate the following.

Table VIII

Firm offers satisfying customer needs and wants	Distribution	
	No%	%
Yes	28	33
No	18	21.2
Not sure	39	45.8
Total n=85	**85**	**100**

This was interesting finding because despite efforts by telecommunication firms to

inquire about customer needs and want, 45.5% of the customers are not sure whether

their needs and want are met, this raises by concerns about the effectiveness of

marketing culture forwards marketing effectiveness.

Marketing culture and clients

Further more, the findings revealed that marketing culture of the from impacts none its clients this significantly affecting marketing effectives. Responding to this issue on as point without scale, respondents indicated the following.

Table ix:

Ranked responses

Marketing culture and its	5	4	3	2	1	Score

impact on clients n=85					
Marketing research	-	62 (248)	10 (30)	13 (26)	-	304
Marketing information	-	30 (120)	15 (45)	30 (60)	10 (10)	235
Consistence in marketing efforts	13 (65)	50 (200)	08 (24)	10 (20)	4 (4)	313
Verbal behaviour and physical creations	64 (320)	7 (28)	-	14 (28)	-	376
Total	(385)	(596)	(99)	(134)	(14)	1228

The findings in the table above reveal that marketing culture significantly impacts in the

clients / customers and this might also reflect the land of marketing effectiveness.

Clients view were ranked on a 5 point liker scale, and the scores indicate that ranked

response of 385 representing 31.3 % indicated that marketing culture very mostly

impacts them while 596 representing 48.5% indicated that marketing culture highly

impacts then, this indicates that there is a significant impact and 14(1.24) who shored

very less impact respectively

Summary and Recommendation
The results of this study indicate a strong positive relationship between marketing culture and marketing effectiveness, this is evidently expressed in Table V where the bigger percentages of the ranked scored are in the positive side of the six point balanced scale .This position id further reinforced by the findings as indicated in table IX. Also to note is the fact that the findings of the study have big organizational and managerial implications because firstly, the strong relationship to managers that they must act beyond the normal managerial marketing and managerial practices that might on campus the marketing mix and marketing – managerial interface of segmenting and niche approaches, to amore broad and wider approach which understands and encompasses the marketing culture ,as this culture affects marketing effectiveness which in form affects the customer in terms of need satisfaction.

The findings support the conceptual frame work developed for this study because they do indicate that marketing culture is influenced by both form and environmental factors as expressed in table IV that eventually lead to marketing effectiveness, therefore its important that organization understand the intervening variables of marketing culture as these affect the resultant level of marketing effectives. This study further sheds greater reflections to the constituency based theory (Anderson, 1982) and it implies to managers that the long term needs of the customers are critical if marketing effectiveness is to be achieved ,customers have a greater sense of how the firms efforts would influence the way their needs are satisfied, hence managers in particular and organizations in general should put greater efforts in marketing with customers to fully understand how best their needs and wants can be satisfied.

This study undertook a holistic approach, however further research in this area can be undertake to fully examine how the individual components of each of marketing culture affect marketing effectiveness to this and it would be possible to see the resulting situation would be. Also to this effort is a desirable a need of cross- cultural studies to establish how marketing culture affects marketing effectiveness in other cultural and socio-economic societies especially those of the developed would. In conclusion therefore, the study indicates that there exists a positive relationship between marketing culture and marketing effectives, and since the need for sustainable business operations, a strong customer base and desire for a customer – focused orientation is abase for an success firm must understand develop their marketing culture and this leads to marketing effectives this better operations .

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