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Fashion and Accessories Industry's

Discovering Thoughts, Inventing Future

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Evaluating the Satisfaction of Passengers towards Metro Rail Services- Bangladesh Perspective

By Md. Soleman Mollik, Dr. Mohammad Zahedul Alam & Muslima Akter

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Keywords: *passengers' satisfaction, metro rail service, service quality dimensions, bangladesh.*

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Strictly as per the compliance and regulations of:

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Keywords: passengers' satisfaction, metro rail service, service quality dimensions, bangladesh.

I. Introduction

Metro rail transits have created a milestone in transportation and communication advancements (Kurniawati, 2023). After London first launched an electric train in 1890 (Duffy, 2003), high-speed trains have become an undeniable option for technological, commercial, and socioeconomic success over the passage of time (Fowler, 2023). They also added that many developed nations like Italy, France, Germany, Poland, Netherlands, Spain, and Switzerland have invested in metro or high-speed railways to achieve far-reaching benefits in various aspects. Australian government emphasized greatly on high-speed rail (HRS) services for urban development (Gharehbaghi et al., 2020).

The country, China has introduced the world's largest high-speed rail (HSR) network expecting that it would have a substantial impact on the country's mobility, accessibility, socioeconomic development, and other factors, particularly at the megaregional level (Chen, 2013).

The Indian metros have most remarkably contributed to the diversion of a significant portion of current passenger traffic from road to the Metros and consequently reduced the number of buses, passenger cars, and other vehicles carrying passengers on its roadways (Bhagyalakshmi & Vasudevan, 2020).

Bangladesh has introduced its first metro rail journey which will contribute to making Bangladesh smart from various perspectives (The Daily Star, 28th December 2022). It also added that this mass rapid transit (MRT) will reduce traffic congestion and air pollution in Dhaka city. It will enable people to move quickly from one place to another.

Decision-makers must urgently redirect urban transportation development toward a more sustainable future in order to build greener and more livable cities. The socio-economic development of a country greatly depends on transportation whereas in developing countries, it's critical where accessibility and mobility are commonly hampered by a lack of adequate levels of transportation services (Luke & Heyns, 2020). The management of public transportation quality has become a focus of in-depth study in recent years (Majumdar et al., 2020).

Establishing a sustainable urban transportation system necessitates an all-encompassing integrated approach to decision-making with the shared objective of strengthening an inexpensive, environmentally friendly, people-oriented, and commercially viable transportation system (Goldman & Gorham, 2006). Congestion is a great problem because it has a domino effect on other factors that affect the economy, the environment, and society including poor air quality, traffic accidents, travel delays, and public health issues where metro rail services could be a better alternative to other public transports (Majumdar et al., 2020).

It is crucial for managers and authorities to ensure higher levels of customer satisfaction (CS) in public transportation (PT) systems (Buran & Ercek,

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2022). To evaluate how efficient and sufficient their services are, PT providers must assess the performance of their service quality (SQ) (Girma et al., 2022). Therefore, public organizations must look into what components of service enhancements may be implemented to both improve the experience of present consumers and draw in new ones.

Additionally, the performance evaluation is required to take into account the top activities, stakeholder concerns, current and projected demand trends, and unmet service needs (Kuo et al., 2023). Appraisal of performance helps to ensure better economic performance, links- interactions and output from service providers and improves organizational SQ (Chan et al., 2023). Thus, the availability of adequate public transportation becomes more and more important as cities in developing countries expand, especially in big cities with rapid population expansion.

According to Kilibarda et al. (2016), and Ricardian to et al., (2023), the quality of service delivery, which is regarded as the most crucial factor in both consumer attitudes and customer loyalty, has a considerable impact on customer satisfaction. The first step in improving customer satisfaction is to assess the grade of the services offered (Hamid & Baharudin, 2023). As a result, it is critical for public entities to create service quality standards in order to provide high-quality services that go above and beyond what is expected of them by the public (Dullah et al., 2023). Measuring customer satisfaction with public transportation services is essential in both transportation research and practice (Anburuvel et al., 2022). To boost the infrastructure, facilities, services, and demand for public transportation, transit authorities must understand how well passenger expectations have been satisfied. Customer surveys are significant because they provide transportation agencies with useful information on the specific areas with which customers are satisfied and dissatisfied (Rong et al., 2022; Sukhov et al., 2022). Service frequency, on-time performance, travel speed, and vehicle cleanliness are found to have the greatest effects on customer satisfaction in the tendered regions (Singh & Kathuria, 2023; Wong et al., 2023). According to Deb et al. (2022), waiting time, cleanliness, and comfort are the three most crucial PT qualities. The most commonly mentioned attributes of transportation services are dependability, frequency, capacity, cost, cleanliness, comfort, security, crew, knowledge, and ticketing system (Anburuvel et al., 2022; Farazi et al., 2022). Reliability, frequency, price, speed, access, comfort, and convenience also found themselves significant in rapid transit networks (Kepaptsoglou et al., 2020).

Measuring commuters' satisfaction with MRT service has got significant attention in different developed and developing countries (Gharehbaghi et al., 2020; Chen, 2013; Bhagyalakshmi & Vasudevan, 2020). But, as we know the MRT service is very new in our country (The Daily Star, 28th December 2022) that's why this sector still has not been conducted significant research. The authors believe that this research work is going to be the first research on MRT in Bangladesh. Still, no research on this sector has been published. There is some news that passengers are facing various problems in getting metro rail services (The Business Standard, 29th December 2022). Along with that lax security at metro rail stations is raising concerns (Dhaka Tribune, 31st December 2022). The researchers made an effort to investigate the service quality characteristics and the resulting passenger satisfaction with Bangladesh's metro rail services in light of these research gaps. Alike other countries, the evaluation of the service quality of metro rail or mass rapid transit can minimize the service gaps and ensure the expected service levels from MRT. It may also help the concerned authorities to design good quality services for similar mega projects that are now under construction.

This raises the following research question; What are the effects of service quality dimensions on passengers' satisfaction with MRT in Bangladesh? This study aims to investigate the service quality of MRT from the users' perspective using the widely accepted SERVQUAL model. This study aims to-

Explore the effects of service quality dimensions on passengers' satisfaction with MRT in Bangladesh.

Following this Introduction, the rest of the parts of this research outline are as follows: the second section presents the pertinent literature, conceptual framework, and hypotheses development. Next, the study details the methodology. Subsequently, the fourth section depicts the findings and discussion on service quality dimensions and passenger satisfaction. Finally, the fifth section highlights the theoretical and practical implications, noting some limitations and signifying actions for imminent research.

II. Literature Review

Congestion at stations, relatively high-priced tickets, and the inconvenience of using transportation facilities that connect to other modes of transportation rank as the three main causes of customers' unhappiness with MRT (Iqbal et al., 2022; Reyes et al., 2023). All countries need transportation for their social and economic growth, but developing countries are especially dependent on it because mobility and accessibility are usually restricted due to insufficient levels of transportation services (Luke & Heyns, 2020). The development of the transportation infrastructure is essential to the development of wealthy communities (Fantin & Appadurai, 2022). Congestion, along with related issues including pollution, accidents, dwindling public transportation, and environmental deterioration, characterizes the city's transportation system today, demanding a premium on rapid and safe transport (Pojani & Stead, 2015).

Now, passengers are more dependent on the most recent metro rail steering system in the current circumstances because of machine life and modern growth. This approach performs a better job of assisting people to plan their day and get them to their destination on time (Yen et al., 2023). Considering the significance of metro transportation, it must offer high levels of comfort to both staff and passengers (Ding & Hou, 2022). Almost 3.08 million people use the community train and the network of mass rapid transit lines every day to connect the city's center and its surroundings (Liu et al., 2023). Given that the majority of respondents use metro services to reach their destination, a better and more efficient system of ticketing and information about train arrival and departure should be required. Also, it is crucial to boost security during the trip to eliminate petty crime and other offenses (Nguyen & Pojani, 2023; Leoni & Owen, 2023). Evaluating the factors that diminish commuter satisfaction and steadfastly measuring them have become requirements for MRT organizations in an effort to implement the necessary improvements based on commuters' knowledge and needs (Bhagyalakshmi & Vasudevan, 2020).Customer satisfaction and service quality dimensions have typically drawn researchers' attention, according to the researchers and one of the fundamental approaches to improving customer satisfaction is the ongoing improvement of service quality dimensions (Hoo et al., 2023; Sama et al., 2023; Hamzah et al., 2023).

Customer satisfaction is an evaluation of the requirements and expectations of the products and services each service provider provides (Li et al., 2023).Customer satisfaction refers to a good fit between customers' expectations of a particular product or item and the performance of that product (Nugroho & Wang, 2023; Moussaoui et al., 2023; Naz et al., 2023). Customer satisfaction and service quality in the travel industry are strongly positively correlated (Aseres and Sira, 2020; Ong et al., 2023). Measuring customer satisfaction is viewed as a crucial activity in marketing programs, and from an organizational viewpoint, customer satisfaction is portrayed as a prominent aspect (Ibrahim & Aljarah, 2023; Jahmani et al., 2023; Wisitnorapatt & Sirirat, 2023). Another study's findings demonstrated that customers' satisfaction with public transportation services was positively impacted by both the quality of traditional services and e-services, but e-services satisfy customers more (Khairani & Hati, 2017; Prawesti et al., 2023; Awal et al., 2023).

Customer satisfaction has a positive effect on actual behavior related to the use of technological services (Camilleri et al., 2023; Park & Kim, 2013). The integration of customer satisfaction has shifted business philosophies from product orientation to customer orientation due to technological advancement (Qalati et al., 2020). They also concluded that it is quite difficult to retain customer happiness while addressing all of their needs. Additionally, "customer satisfaction" has been often employed in business literature, especially in the fields of marketing and finance (Yi & Nataraajan, 2018). According to previous research (Alshihre et al., 2023; Das et al., 2023; Luo et al., 2023; Prasidi et al., 2023; Wahyudi, 2023), customer satisfaction may therefore be utilized to close the gap between the needs and expectations of customers' products and services. According to Tsabita & Djamaludin (2023), research in Indonesia, the level of service provided had a positive effect on how satisfied customers were with transportation services. A key tactic for increasing customer satisfaction is to continuously enhance the service quality aspects (Abdujalilovich & Ibroximjon, 2023; Chao et al., 2023; Hawa et al., 2023). The factors affecting customer satisfaction and service quality, according to academics, have historically made for intriguing research topics (Shyju et al., 2023; Venkatakrishnan et al., 2023;Drouet et al., 2023).

The number of research areas using the SERVQUAL model to explore passengers' satisfaction with Metro Rails is not significant in nature. Along with that, as this is a totally new service area in Bangladesh, there has not been much research done yet. To bridge this research gap, researchers have been interested in conducting research in this area.

III. Conceptual Framework and Hypothesis Development

a) *The use of SERVQUAL and UTAUT2 (Two factors from UTAUT2- Hedonic Motivation and Price Value) in assessing Service Quality*

The method most often used to measure consumer perceptions of quality in the service industry is SERVQUAL, which was created by Parasuraman et al. (1985, 1988, 1991). Over the past 50 years, research on service excellence and customer satisfaction has generated a significant amount of literature (Aseres and Sira, 2020). The value of service quality in the travel sector was discussed in earlier literature, which has become increasingly popular in academic study circles (Cheunkamon et al., 2023; Chikazhe et al., 2023; Dai et al., 2023; Ofe & Sandberg, 2023).A company should generally aim to narrow the gap between perceptions and expectations in industries like e-commerce (Jauhar et al., 2023; Li et al., 2023; Lindell & Nilsson, 2023; Wang et al., 2023; Wu & Dong, 2023), banking (Ananda et al., 2023; Imran et al., 2023; Manohar et al., 2023; Senanu & Narteh, 2023), healthcare (Crafford et al., 2023; Nie et al., 2023;Panagou et al., 2023; Syed et al., 2023), hospitality (Akarsu et al., 2023; Huang, 2023; Mariani & Borghi, 2023; McCartney & Kwok, 2023; Mehta et al., 2023), education (Keane et al., 2023; Pujol

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et al., 2023; Rouse et al., 2023; Twyford & Dean, 2023; Wan et al., 2023), and so forth. The RAILQUAL, a modified SERVQUAL (Gopal et al., 2023; Li et al., 2023; Mishra & Panda, 2023), uses different aspects instead of five to measure customers' impressions of the service's quality (comfort, security, and convenience are added to the original dimensions).

Urban transportation studies by Guzman et al. (2023) and Drabicki et al. (2023) respectively examined the gap between perceived and expected quality among urban transportation stakeholders commuting within metropolitan areas. The SERVQUAL model has been identified by Amankwah et al. (2023) as one of the influential models in service quality. The model, also known as the RATER Model, was developed by the researchers to address five constructs (Ravichandran et al., 2010). They are responsiveness, empathy, tangibility, assurance, and reliability. To increase customer satisfaction, service providers should make sure that the expected and perceived services are consistent (Ahrholdt et al., 2017). The results of the prior study also suggested that, depending on the type of research being conducted by the researchers, the SERVQUAL model would need to be updated (Ali & Raza, 2017). Examining the critical and determining elements that influence Bangladesh's MRT service consumers' happiness is the goal of this study. It has done this by placing a strong emphasis on tangibility, dependability, responsiveness, assurance, and empathy. Despite the above-mentioned research, there are not many applications in the field of public transportation, and (to our knowledge) no attempt has yet been made to create a framework for the service quality measurement using a SERVQUAL technique in MRT service in Bangladesh. Bridging this gap could be quite beneficial for MRT agencies, especially those that are willing to comply with the standards as stated.

Kalinić et al. (2019) found that the UTAUT2 model is a significant tool to measure customer satisfaction. This model has found its ability to predict the intention and customer satisfaction toward a market offering (Barbosa et al., 2021). In the public transportation sector, the UTAUT2 model determines the performance levels of service providers and users' satisfaction critically (Korkmaz et al., 2023). Venkatesh et al. (2012) added three independent constructs- hedonic motivation, price value, and habit- with this model. Hedonic motivation and price value are the salient variables in ensuring commuters' satisfaction (Chopdar et al., 2022). Keeping relevance with these findings, the researchers have taken price value and hedonic motivation along with SERVQUAL model dimensions to evaluate the satisfaction of MRT passengers.

The following constructs are included in the study model in Figure 1:

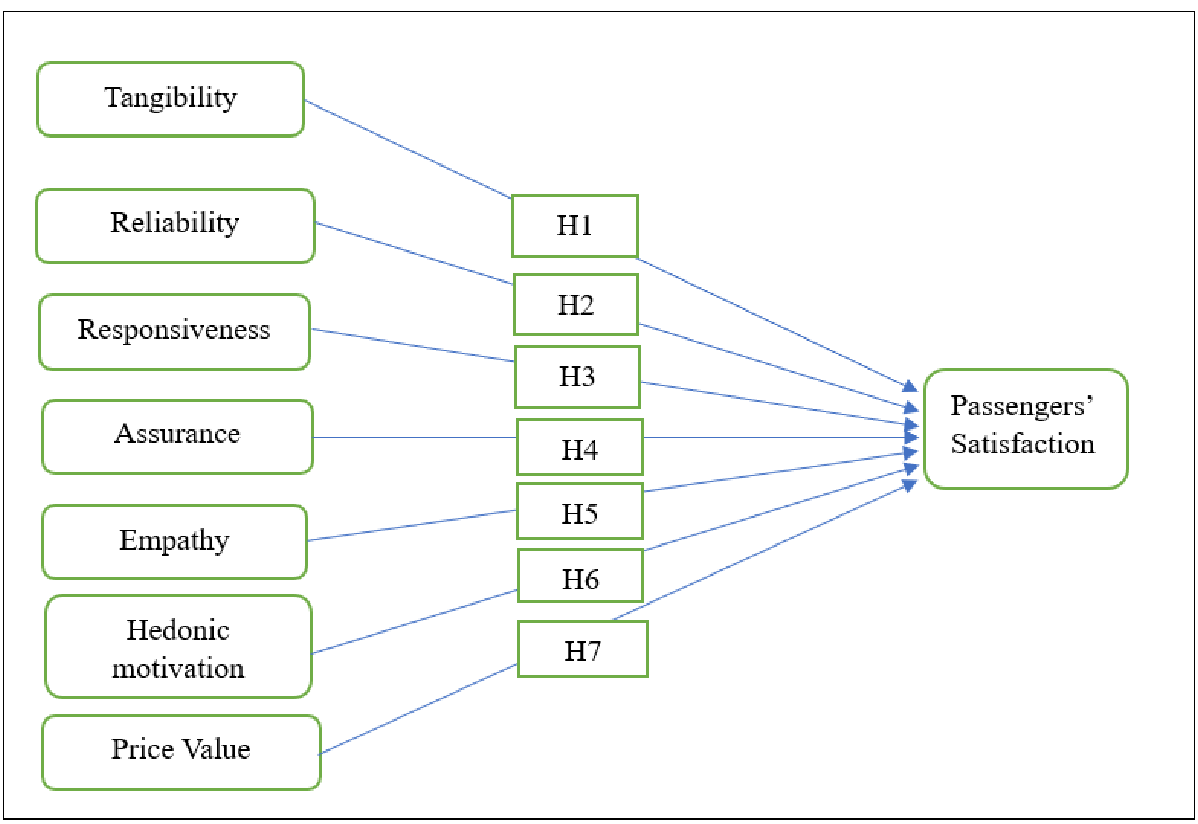

Figure 1: The Conceptual Model of the Proposed Research

b) Hypotheses Development

i. *Tangibility*

The tangibility dimension of service consists of the physical appearance of the service facility, the equipment, the personnel, and the communication resources. For example, the appearance of MRT, public phones, stations, and so on (Parasuraman et al., 1988; Thomson et al., 2023). The service facility's physical attributes, as well as its equipment, personnel, and communication resources, are considered tangibles (Parasuraman et al., 1988; Hamzah et al., 2023). For example, the installation of public phones, metro stations, etc. The study team by Arteaga-Sánchez et al. (2020) found evidence from the transit industry that tangibility has a big impact on consumer satisfaction. The researchers focused on Indian transit services when they discussed service quality and customer satisfaction in the context of South Asia (Singh & Kathuria, 2023). The tangible elements of services have a positive impact on customer satisfaction, and the results of a recent study show that the degree to which the service quality component is tangible has a significant impact on customer satisfaction (Aseres & Sira, 2020; Hussein, 2016; Al-Mhasnah et al., 2018). Therefore, this study assumes that the tangibility dimension will affect the passengers' satisfaction with MRT. Thus, the following hypothesis has been drawn.

H1: Tangibility has a positive relationship with passengers' MRT satisfaction.

ii. *Reliability*

The ability of the service provider to deliver the promised service precisely and dependably is referred to as reliability (Parasuraman et al., 1988; Vasanthi et al., 2023) for instance, metros are punctual in their arrival and departure (Jayanthi et al., 2023). Octavines et al. (2023) assert that reliability is a representation of a customer's dedication, promptness, and relevance in obtaining satisfaction. Some recent studies found that the reliability attribute has the greatest impact on customer satisfaction (Christian et al., 2023; Luo et al., 2023; Shamsudin et al., 2023).The reliability construct has a positive and significant impact on customer satisfaction, according to similar findings (Conceicao et al., 2023; Cebeci et al., 2023). Eventually, the authors perceive that the reliability dimension will affect the passengers' satisfaction with MRT. Hence, the following hypothesis is as follows-

H2: Reliability has a positive relationship with passengers' MRT satisfaction.

iii. Responsiveness

Response time, as demonstrated by having service employees on call (Awasthi et al., 2011), demonstrates how flexible and timely the service provider is (Parasuraman et al., 1988). In several studies on transportation services, it was found that responsiveness had a significant and positive impact on customer satisfaction (Arteaga-Sánchez et al., 2020; Ong et al., 2023; Wong et al., 2023; Luo et al., 2023). The timeliness component of outstanding service has a considerable and direct impact on customer satisfaction, according to recent research (Hamzah et al., 2023; Wurtz & Sandkuhl, 2023). Additionally, Sama et al. (2023) discovered that responsiveness is a crucial element of the quality of e-services that affects client satisfaction. In light of these findings, this study posits that the authors perceive that the responsiveness dimension will affect the passengers' satisfaction with MRT. So, the hypothesis is designed as below-

H3: Responsiveness has a positive relationship with passengers' MRT satisfaction.

iv. *Assurance*

The ability of the employees to convey trust, faith, and confidence as well as their knowledge and manners are all aspects of assurance (Parasuraman et al., 1988; Vasanthi et al., 2023; Ong et al., 2023). An emergency circumstance can call for staff communication, for instance. Experts have highlighted assurance as one of the crucial components of transport systems, especially when individuals are traveling with random people (Tengilimoglu et al., 2023; Parmar & James, 2023; Moulahi et al., 2023). According to Zhang & Jennings (2023), customer satisfaction with transportation services is significantly impacted by assurance. Additionally, earlier studies have shown that the assurance construct of the service quality dimension significantly and favorably affects customer satisfaction (Al-Mhasnah et al., 2018). Consumer happiness is significantly impacted by worries about privacy and security, according to a study by Zhu et al. (2023) and Khan et al. (2023). Hence, this study supposes that the assurance dimension will affect the passengers' satisfaction with MRT. Accordingly, the hypothesis here is-

H4: Assurance has a positive relationship with passengers' MRT satisfaction.

v. Empathy

Empathy implies thoughtfulness on the part of staff members and customized customer care. Drouet et al. (2023) and Parasuraman et al. (1988) both mention the assistance of seniors or youngsters in getting through toll gates to access the station. The empathy construct of the service quality dimension has been shown to have a large and positive impact on customer satisfaction (Biswas & Verma, 2023; Jasin et al., 2023).In a study on service quality and customer satisfaction in the context of an online cab company, researchers found that empathy had a substantial impact on consumer satisfaction (Panggabean & Yohana, 2023). Arteaga-Sánchez et al. (2020) assert that empathy has a favorable and significant effect on customer satisfaction in the transportation industry. The results of the earlier studies similarly demonstrated a significant relationship between customer satisfaction and the empathy construct of service quality (Ananda et al., 2023; Putta, 2023; Jou et al., 2023). Thus, the authors daresay that the empathy dimension will affect the passengers' satisfaction with MRT.

Therefore, the proposed hypothesis is as follows-

H5: Empathy has a positive relationship with passengers' MRT satisfaction.

vi. *Hedonic Motivation*

Hedonic motivation is the idea that people get certain benefits from an event they find enjoyable, pleasurable, multisensory, emotional, and thrilling (Hirschman and Holbrook 1982: Venkatesh et al., 2012). Offering all passengers this kind of experience is one of the foundational elements of transport and destination services (Chen et al., 2023; Maas et al., 2023).

Researchers, professionals, and governments are becoming intensely interested in the relationships between transportation and hedonistic motivation (Osman et al., 2023; Cui & Aulton, 2023; Parvatiyar & Sheth, 2023). It's also added that in order to increase traffic security as well as commuters' satisfaction for all, stakeholders need accurate methods for assessing the emotional states of travelers. Hedonic motivation measurement has been usefully used in the travel domain. The researcher also mentioned that the Satisfaction with Travel Scale (STS) is linked to Hedonic motivations, which are connected to core affect (emotions) and cognitive evaluation. In line with this, Liu et al. (2021) commented that the subject of mobility and transportation has become increasingly interesting in studies that link commuting and hedonic well-being. They discovered that certain combinations of personality traits and modes of transportation are connected to the commuter experience and hedonic well-being. Since these studies used hedonic motivation to identify passengers' satisfaction and found the results positive, the authors also assume that hedonic motivation will positively affect the satisfaction of passengers with MRT. Therefore, the following hypothesis has been drawn.

H6: Hedonic motivation has a positive relationship with passengers' MRT satisfaction.

vii. *Price Value*

The price value (PV) is defined as the customers' cognitive tradeoff between the perceived benefits and monetary cost of using a product or service (Venkatesh et al., 2012). PV significantly affects passengers' intentions to consume autonomous public transport services (Korkmaz et al., 2022). Additionally, in the case of Uber-based transportation systems, PV is regarded as a significant construct in instigating the passengers' intentions to take ride-sharing services (Soares et al., 2020). The MRT mustensure a good price value tradeoff to satisfy the passengers significantly (Yan et al., 2023). Furthermore, it creates a significant user perception around the relationships between benefits and costs leading to adopt travel services (García de Blanes Sebastián et al., 2023). As the PV construct has been used in identifying passengers' satisfaction in these earlier studies, the authors perceive that this construct will also positively affect the satisfaction of passengers with MRT in Bangladesh. Hence, the authors posit that:

H7: Price value has a positive relationship with passengers' MRT satisfaction.

IV. Methodology

a) *Research Design*

The previous studies adopted both qualitative (Satranarakun & Kraiwanit, 2023; Nxele, 2021; Cascajo et al., 2019; Balasubramani et al., 2020; Bergman et al., 2019;) and quantitative (Zhang et al., 2023; Yin et al., 2022; Kumar & Cao, 2021; Dong et al., 2021; Kumar & Cao, 2023) approaches to conduct their studies on metro rail transit and other public transportation. Since we have collected numerical data, we have analyzed our data using a quantitative approach (Bauer et al., 2021). In addition to that, a quantitative method focuses on validating or rejecting predefined research hypotheses (Mcleod, 2019). Qualitative research focuses on in-depth interviews, statements, and "how" type questions whereas quantitative research focuses on collecting and analyzing numerical data (Brazen et al., 2021). Therefore, we have conducted quantitative research.

b) *Measurement*

The UTAUT2 model (Venkatesh et al., 2012) and the SERVQUAL model (Parasuraman et al., 1985) were taken into consideration when designing the study's variables and creating the questionnaire to gauge MRT passengers' satisfaction. The study's questionnaire was prepared after examining the expert's advice and recommendations, the passengers' perspectives, and a pretest. Tangibility, dependability, assurance, empathy, and responsiveness are SERVQUAL model aspects that are also referred to as RATER model characteristics (Ziyad et al., 2020). The remaining variables, hedonic motivation, and price value are obtained from Venkatesh et al. (2012). According to the specifications of the setting of the current investigation, every element from these models has been altered. The researchers employed a five-point Likert scale. The scale ranges from strongly disagree (1) to strongly agree (5). On the basis of these scales, every construct has been examined. The questionnaire is broken up into two sections, the first of which covers all of the items and constructs and the second of which covers the sociodemographic characteristics of the chosen respondents.

The Partial Least Square-structural equation modeling method was employed by the researchers in this study, which was carried out using SmartPLS software 3.0. This statistical technique is used to assess the constructs' discriminant validity, path coefficients, validity and reliability of the constructs, and structural model. In the case of exploratory research, researchers regularly used SmartPLS, especially in the marketing sector (Hair et al., 2012).

c) Target Population

As the study context is the MRT in Bangladesh, the target population is the users of MRT in Bangladesh. The persons who traveled by MRT frequently are mainly targeted in this study since they could scale in-depth insights and experience with MRT. The population of this study includes people who have traveled by the MRT several times.

d) Questionnaire Design and Pretesting

The data was collected by an in-person survey using a closed-ended structured questionnaire using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5)(Emerson, 2015). Furthermore, the respondents' confidentiality and anonymity were protected by the researchers. The researchers provided an introduction before the survey began and explained why it was being conducted. 290 questionnaires were supplied to the respondents where 39 questionnaires were found incomplete in getting actual responses. 251 surveys were found to be full and suitable for statistical analysis, and the response rate of 86.55% met the benchmark or general guideline for the Smart PLS procedures, according to the researchers (Urbach & Ahlemann, 2010). We collected our data from March to October 2023 (eight months). For better and more insightful understanding we prepared the questionnaire in both English and Bengali languages.

Before beginning the primary data collection process, we conducted two rounds of pre-testing on our questionnaire. Two subject-matter experts extensively examined the study questionnaire's first draft. In the following stage, 30 MRT users pretested the questionnaire. We moderated our questionnaire accordingly. Finally, 24 items that are the best fit for the questionnaire were retained.

e) Sample Size, Sample Technique, and Data Collection

This study has focused on a field survey to evaluate the satisfaction of MRT passengers in Bangladesh. Dhaka city has been taken into consideration as the MRT is functioning only in this city in the country. The sample-to-variable ratio should not be less than 5:1, even though a 15:1 or 20:1 ratio is preferred (Hair et al., 2018; Liao et al., 2016; Yeoh et al., 2016; Forsberg & Rantala, 2020).In light of these references, the minimum sample size in our study should be 20*8=160. The non-probability convenience sampling technique is considered by the researchers to obtain the needed sample size for the research (Aseres & Sira, 2020). The convenient sampling technique is appropriate when a large sample size is required for generalization (Tsiotsou, 2015) and it makes the data collection quick and easier (Senyo & Osabutey, 2020). The authors collected data from MRT stations, their waiting areas, and inside the metro rails.

The confidence level in this study's methodology is set at 95%. Information for secondary sources was gamthered from prior publications, including papers, books, online sources, and others. Despite this, the researchers chose a deductive method over an inductive one because the study's base was an established theory of the Bangladeshi context (Ziyad et al., 2020). SMART-PLS 3.00 was used to evaluate the data.

V. Findings and Analysis

a) Demographic Profile

From table-01, it's been seen that most of the respondents are male passengers (74.90%) followed by female passengers (25.10%).Furthermore, the majority of the respondents (38.25%) fall in the age group of 24-30 years followed by 31-37 aged respondents (29.89%). Besides, the majority portion of the respondents (43.03%) are undergraduates followed by graduates (34.26%). The income range of the majority of respondents (39.44%) is between 20,001- 30,000 taka per month. In addition to that the most significant number of respondents (56.97%) have used MRT services more than 10 times in their journeys.

Table 01: Demographic Profile of the Respondents

Variables	N	Percentage (%)
Gender		
Male	188	74.90
Female	63	25.10
Ages (in terms of years)		
17-23	39	15.54
24-30	96	38.25
31-37	75	29.89
38-44	23	9.16
45- Above	18	7.16
Level of Education		
Up to Secondary	12	4.78
Higher Secondary	11	4.38
Undergraduate	108	43.03
Graduate	86	34.26
Postgraduate	34	13.55
Income (BDT)-Monthly		
Below 20,000	79	31.48
20,001- 30,000	99	39.44
30,001- 40,000	62	24.70
Above 40,001	11	4.38
Frequency of using MRT		
4-6 times	40	15.94
7-9 times	68	27.09
More than 10 times	143	56.97

Source: Authors' calculation

b) Measurement Model

All of the suggested constructs have Cronbach's alpha and composite reliability values of more than 0.7, which is considered acceptable (Fornell & Larcker, 1981; Table-02), which is in the range. The outer loadings value should be equal to or more than 0.7 but in exploratory research values of 0.5 to 0.6 even could be acceptable (Chin, 1998).Cronbach's alpha is used to measure the internal consistency of the data. The range of acceptable Cronbach's alpha values, in this case, is from 0.701` to 0.842. Given that the values are more than 0.7, this study complies with the requirements for outer loadings. Cronbach's alpha and composite reliability have both been examined in order to guarantee the data's dependability. To further confirm the accuracy of the data, the average variance extracted (AVE) has been carried out. The values of CR and AVE should be equal to or higher than 0.7 and 0.5, respectively (Hair et al., 2014). These parameters are easily met by our results, which provide a strong fit of the data dependability with CR values ranging from 0.832 to 0.894 and AVE values ranging from 0.524 to 0.683. Because all VIFs values are below the required levels, which are lower than 5 (Hair et al., 2014), the results of this investigation are within acceptable ranges.

Table 02: Measurement Models' Findings (Convergent Validity and Internal Consistency Reliability)

Constructs	Items	Items' Loadings	VIFs	Cronbach's Alpha (β)	Composite Reliability	AVE	R^2
Tangibility	TAN1 TAN2 TAN3	0.866 0.778 0.798	1.240 1.165 1.212	0.842	0.894	0.683	-
Reliability	REL1 REL2 REL3	0.708 0.776 0.752	1.585 1.086 1.132	0.772	0.845	0.598.	-
Responsiveness	RES1 RES2 RES3	0.850 0.792 0.766	1.171 1.280 1.152	0.832	0.876	0.658	-
Assurance	ASS1 ASS2 ASS3	0.852 0.781 0.825	1.217 1.470 1.483	0.753	0.856	0.667	-
Empathy	EMP1 EMP2 EMP3	0.748 0.725 0.780	1.530 1.479 1.720	0.801	0.860	0.567	-
Hedonic Motivation	HMV1 HMV2 HMV3	0.727 0.853 0.795	1.248 1.199 1.433	0.701	0.832	0.623	-
Price Value	PRV1 PRV2 PRV3	0.720 0.748 0.820	1.410 1.488 1.004	0.765	0.851	0.524	-
Satisfaction	STF1 STF2 STF3	0.784 0.817 0.758	1.349 1.278 1.260	0.787	0.863	0.609	0.598
Variance explained by Harman's single factor test							31.59%

c) *Common Method Variance*

The researchers conducted Harman's single-factor test on the questionnaire items to check whether there is any common method variance (CMV). The 30 survey questions were placed onto a single factor. The additional factor was not a component of our study framework; it was just added for analytical purposes and eliminated subsequently. According to Table 01, fewer than 50% (34.56%) of the variance could be explained by a common component, indicating that the items did not contain CMV (Eichhorn, 2014). Along with this, Hong et al. (2023) claimed that if the VIFs results are equal to or lower than 3.3 (see Table 02), then we could recommend that the findings are not affected by the common method bias.

The researchers have applied Fornell & Larcker's (1981) discriminant validity test to measure the relationships or validity among the proposed constructs in this study. The discriminant validity is thoroughly examined by taking into account the square roots of AVE values and the correlations between the components (Chiu & Wang, 2008). The statistics for discriminant validity in table-03 demonstrate that convergent validity and discriminant validity both support the correlations between the components.

Table 03: Findings of the Discriminant Validity Test

Constructs	TAN	REL	RES	ASS	EMP	HMV	PRV	STF
TAN	0.826							
REL	0.524	0.773						
RES	0.702	0.632	0.811					
ASS	0.602	0.612	0.547	0.817				
EMP	0.532	0.628	0.562	0.621	0.753			
HMV	0.585	0.590	0.502	0.627	0.657	0.789		
PRV	0.487	0.387	0.423	0.469	0.579	0.425	0.724	
STF	0.295	0.192	0.217	0.287	0.325	0.388	0.393	0.780

In addition to figuring out the correlation matrix and the square root of the average variance extracted, Henseler et al. (2015) recommended checking the discriminant validity with the help of the HTMT ratio. Having the value of the HTMT ratio less than 0.90 or 0.85 alludes that the discriminant validity accepted all constructs (Azeem et al., 2021). We have all HTMT ratios under these cut-off values. The values of the HTMT ratio in Table 04 are presented below.

Table 04: Heterotrait Monotrait Ratio (HTMT)

Constructs	TAN	REL	RES	ASS	EMP	HMV	PRV	STF
TAN								
REL	0.684							
RES	0.770	0.654						
ASS	0.688	0.600	0.778					
EMP	0.736	0.520	0.660	0.632				
HMV	0.787	0.790	0.685	0.452	0.777			
PRV	0.802	0.604	0.748	0.632	0.780	0.524		
STF	0.584	0.768	0.669	0.784	0.776	0.452	0.762	

d) Structural Model

To test the hypotheses in this study, the researchers have conducted path analysis. Along with that, Reddy et al. (2023) mentioned that the cause-and-effect relationships are figured out by the path coefficients. Additionally, to analyze the structural model, the path coefficients (β) and the coefficients of the determination (R^2) are taken into consideration (Akbari et al., 2021). The value of R^2 (0.598) indicates that the passengers of MRT are getting 59.8% satisfaction from their MRT journeys considering seven dimensions. A moderate association has been found, and the findings are supported by the value of R^2. The path coefficients are tested using the effective 1000 bootstrapping resampling method (Chin, 2009). From the findings, we found five hypotheses are supported out of seven. Empathy and reliability do not have significantly positive impacts on passengers' satisfaction ($\beta = 0.052$, $t = 0.556$, $p > 0.05$ and $\beta = 0.063$, $t = 0.060$, $p > 0.05$ respectively).But the other constructs have significantly positive impacts on passengers' satisfaction (Tangibility has $\beta = 0.173$, $t = 1.967$, $p<0.05$; Responsiveness has $\beta = 0.221$, $t = 2.124$, $p < 0.05$; Assurance has $\beta = 0.197$, $t = 2.506$, $p < 0.05$; Hedonic Motivation has $\beta = 0.245$, $t = 2.274$, $p < 0.05$; Price Value has $\beta = 0.272$, $t = 2.802$, $p < 0.05$).

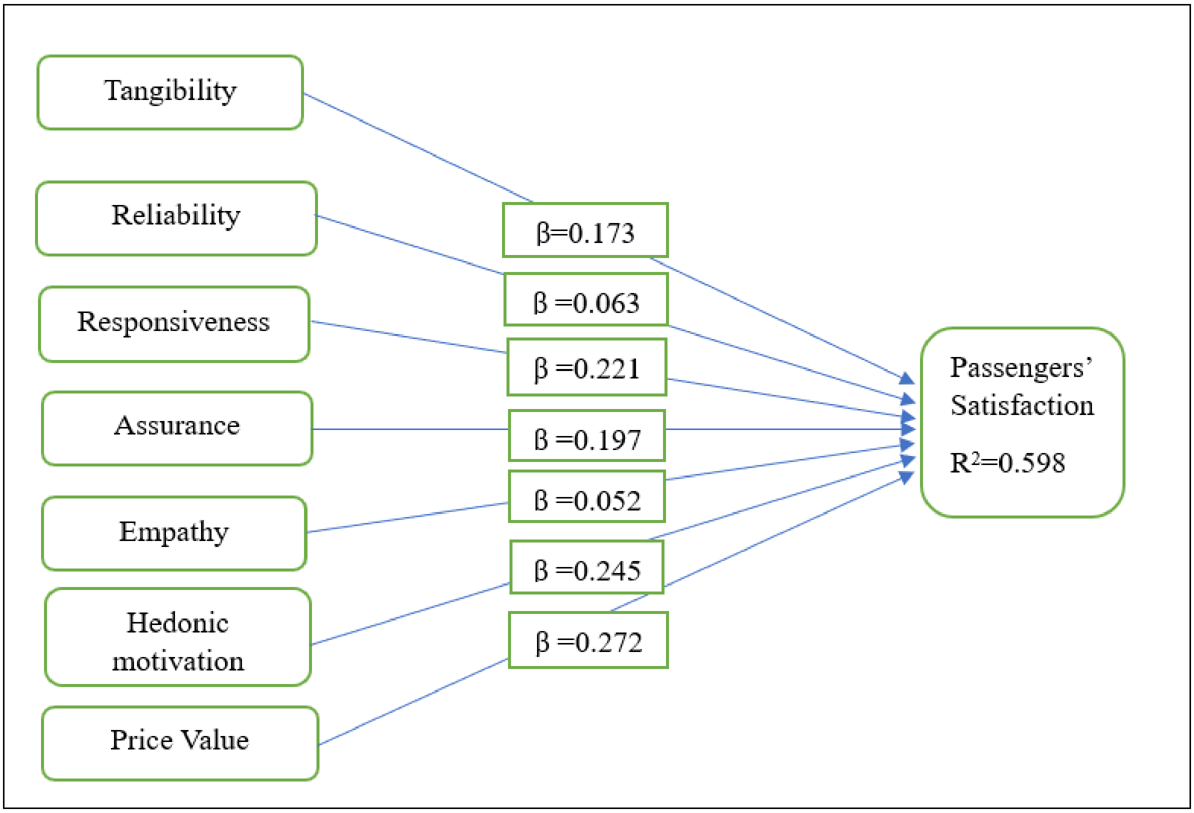

Figure 2: Path Coefficients' Results

Table 05: Findings of the hypotheses test

Direct relationships	Path Coefficients (β)	Sample Mean	Standard Deviation	T Statistics	P Values	Comments Supported (✓) Not Supported (×)
H1: TAN -> STF	0.173	0.198	0.081	1.967	0.003	✓
H2: REL -> STF	0.063	0.011	0.073	0.060	0.450	×
H3: RES -> STF	0.221	0.258	0.065	2.124	0.007	✓
H4: ASS -> STF	0.197	0.186	0.085	2.506	0.001	✓
H5: EMP -> STF	0.052	0.013	0.071	0.556	0.354	×
H6: HMV -> STF	0.245	0.297	0.055	2.274	0.042	✓
H7: PRV -> STF	0.272	0.221	0.076	2.802	0.032	✓

VI. Discussion

The study tends to evaluate the satisfaction of MRT passengers in Bangladesh. Using five dimensions of SERVQUAL and two dimensions of UTAUT2 the study has designed the methodology to explore the satisfaction of MRT passengers. The dimensions are tangibility, reliability, responsiveness, assurance, empathy, hedonic motivation, and price value. Among the dimensions, reliability, and empathy do not significantly affect passengers' MRT satisfaction. All other dimensions positively affect the MRT satisfaction of the passengers.

Responsiveness, hedonic motivation, and price value have the most significant impacts on the satisfaction of MRT passengers. In this study, tangibility positively affects the satisfaction of the passengers which is also supported by Arteaga-Sánchez et al. (2020) in the case of the transit industry. Shah (2021) also found tangibility as a driver to satisfy the passengers' satisfaction in the Indian transit perspective. In other studies, tangibility was identified to have a direct, significant, and positive impact on customer satisfaction (Al-Mhasnah et al., 2018). Therefore, the policymakers of MRT should focus on ensuring the creation and maintenance of tangibility to reap the benefits of MRT through passengers' satisfaction. Reliability in this study is found to have insignificant effects on passengers' satisfaction whereas the other studies found it as the significant one (Aseres & Sira, 2020; Horsu and Yeboah, 2015). The authorized stakeholders should focus on generating a significant level of reliability to ensure a higher level of passenger satisfaction with MRT. According to our study, responsiveness has a considerable favorable effect on passengers' satisfaction. This finding is also supported by earlier studies (Alarifi & Husain, 2023; Arteaga-Sánchez et al., 2020; Al-Shamayleh et al., 2015; Prentice, 2023). The authority should maintain strong responsiveness to ensure the continuous satisfaction of the MRT passengers. Assurance also positively affects passengers' satisfaction in this study and is supported by several other studies (Khan et al., 2023; Bhojak et al., 2023: Kautish et al., 2022). Therefore, the assurance should get considerable attention to make the passengers satisfied enough. Though several prior studies had found empathy as a significant construct in passengers' satisfaction (Al-Mhasnah et al., 2018; Arteaga-Sánchez et al., 2020)) whereas in our studies, it's found to be insignificant in passengers' satisfaction. So, to make it more productive, the authority should milk this construct. Hedonic motivation has got special attention from the passengers of MRT. This construct has also a significant positive impact on their MRT satisfaction. Our findings are also strongly supported by other previous studies (Liu et al., 2021;Tomas, 2022; Zhang et al., 2022). Finally, the price value in this study has the maximum path coefficient values and most significantly impacts passengers' satisfaction with MRT services. The passengers have been getting a good value for their prices. Our results are supported by a number of earlier studies (Korkmaz et al., 2022; Paramita et al., 2018; Soares et al., 2020; Zhang et al., 2022; Zhou et al., 2022).Policymakers should keep their constant eyes on making the prices more reasonable to ensure the durability of the passengers' satisfaction with MRT in Bangladesh.

VII. Theoretical Implications

This study can contribute new knowledge to the MRT sector. It can also input new insights into the literature on the SERVQUAL model dimensions and the dimensions of UTAUT2 in exploring the satisfaction of passengers with MRT services. Hedonic motivation and the price value can be viewed as important characteristics in addition to SERVQUAL model dimensions including tangibility, reliability, responsiveness, assurance, and empathy to measure the satisfaction of customers in a particular field, especially in the MRT sector of Bangladesh. The proposed theoretical model in this study has a significant impact on evaluating passengers' MRT satisfaction. The price value and hedonic motivation constructs have significant positive impacts on passengers' satisfaction. In contrast, the empathy and reliability constructs exert insignificant impacts on passengers' satisfaction.

VIII. Practical Implications

The policymakers in the MRT area could get significant insights to design and improve the levels of service and passenger satisfaction. They can improve the level of service dimensions to ensure the satisfaction levels of MRT passengers in a great manner. Responsiveness, hedonic motivation, and price value are found the most significant factors in ensuring passengers' satisfaction with MRT. So, the policymakers can shed light on these areas. In addition to that the empathy and reliability dimensions should get special attention so that the passengers would get them as the significant dimensions in the case of satisfaction with the MRT experience. As the tangibility has a significant impact on passengers' MRT satisfaction the authority must add more features to make the service tangible enough and it should be maintained with care. The assurance should also be important to satisfy the MRT passengers. The MRT sector can take the initiative to excel in service quality by emphasizing all SERVQUAL factors and two factors namely price value and hedonic motivation from UTAUT2. This sector can train its personnel to interact with passengers, keep track of its progress, and examine passengers' reviews to scale a good quality of its service. The authority should maintain better tangibility in its service from various perspectives. The MRT service sector should also create reliability in the service areas. Passengers must embrace responsiveness while traveling through the MRT. This sector must design assurance and empathy as per the expectations of the passengers and maintain for constantly. To ensure a pleasant journey, the sector could focus on building a concrete Hedonic motivation with MRT. Additionally, as price and satisfaction stand together, this sector must provide a significant dive into the price factor.

IX. Conclusion

MRT service in Bangladesh is completely a new addition to the transportation field. Evaluating its service quality and passengers' satisfaction could find out the required areas to improve and offer the best possible services to the passengers. The concerned authority also can utilize the insights from this study in other related mega projects in Bangladesh. Using SERVQUAL and UTAUT2 model's dimensions could generate a deep understanding of user satisfaction levels and ensure proper service from the concerned authority. It's significant to evaluate the satisfaction of MRT passengers in Bangladesh because it's completely a new milestone in the transportation field of Bangladesh and no prior research is conducted in this field.

X. Limitations and Future Research Direction

This study has met some limitations from different perspectives. The respondents are mostly young and students at different levels. So, the specification in the demographic profile might generate new findings. The non probability convenient sampling technique has been taken into consideration to collect the data where other sampling techniques might make different results. Furthermore, a few MRT stations have not yet been launched. Passenger satisfaction ratings may be the same, lower, or higher than the current figures when all stations are operating at full capacity. In addition to that, a bigger sample size might be a better representative of all passengers traveling through the MRT frequently. Along with the proposed constructs, further research could be conducted considering several other reasonable constructs. Finally, the continuous usage intention of passengers' MRT service might be another study area.

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Digital Supply Chain Management: A Study on Bangladeshi Fashion and Accessories Industry's E-retailers

By Redwan Ahmed, Najmus Sakib & Nabila Jesmine

Abstract- This study aims to examine the challenges faced by e-retailers in the Bangladeshi fashion and accessories industry's supply chain and explore the potential benefits of integrating digital supply chain management systems. The study addresses the gap in understanding the obstacles hindering the growth of e-commerce within the fashion and accessories sector in Bangladesh and the potential solutions to improve supply chain efficiency. Qualitative research methods were employed, involving interviews with 55 e-retailers and thematic analysis to assess the data. The research reveals sourcing challenges and lengthy lead times as significant barriers in the industry. It also highlights the positive impact of digital supply chain systems on delivery efficiency, with a low adoption rate among e-retailers. The findings suggest that by implementing integrated information-sharing systems within the supply chain could revolutionize the e-commerce fashion and accessories industry in Bangladesh, improving responsiveness and reducing lead times. However, overcoming e-retailers' reluctance to adopt these systems remains a challenge.

Keywords: digital supply chain management, bangladesh e-commerce growth, supply chain efficiency, information sharing system, fashion and accessories sourcing.

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DIGITALSUPPLYCHAINMANAGEMENTASTUDYONBANGLADESHIFASHIONANDACCESSORIESINDUSTRYSERETAILERS

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Abstract- This study aims to examine the challenges faced by e-retailers in the Bangladeshi fashion and accessories industry's supply chain and explore the potential benefits of integrating digital supply chain management systems. The study addresses the gap in understanding the obstacles hindering the growth of e-commerce within the fashion and accessories sector in Bangladesh and the potential solutions to improve supply chain efficiency. Qualitative research methods were employed, involving interviews with 55 e-retailers and thematic analysis to assess the data. The research reveals sourcing challenges and lengthy lead times as significant barriers in the industry. It also highlights the positive impact of digital supply chain systems on delivery efficiency, with a low adoption rate among e-retailers. The findings suggest that by implementing integrated information-sharing systems within the supply chain could revolutionize the e-commerce fashion and accessories industry in Bangladesh, improving responsiveness and reducing lead times. However, overcoming e-retailers' reluctance to adopt these systems remains a challenge. The study acknowledges that developing and implementing such systems may require a longer timeframe and educational efforts are needed to bridge the knowledge gap hindering adoption.

Keywords: digital supply chain management, bangladesh e-commerce growth, supply chain efficiency, information sharing system, fashion and accessories sourcing.

I. Introduction

The business environment is changing due to the fourth industrial revolution. Business industries are acclimating the digital technologies to design their supply chain. A digital supply chain (DSC) electronically delivers products from origin to destination (Islam, 2015). The system increases responsiveness and agility. DSC facilitates cost-effective services and value added operations. In this digital era of business activities, it's an emergency need to have a flexible supply chain management system. DSC provides a robust and potential operating process, reduction of cost and time, transparency, flexibility, and visibility (Tavana & Shaabani, 2022).

Among the emerging industries of Bangladesh, the fashion and accessories industry is very dynamic by its nature. While this sector in Bangladesh holds immense potential, it is uniquely challenging (Tavana & Shaabani, 2022). The industry's inherent dynamism, driven by swiftly changing consumer preferences, poses an ongoing challenge for retailers and manufacturers. In this context, the growth of e-commerce is of particular significance. Customer preferences and tastes are changed immediately. Online customers are the most compulsive buyers in this industry (Islam, 2015). Traditional order processing of the system and delivery process is not enough to maintain the pace of the agile industry. In this sector, the main challenge is to accelerate the sourcing and availability of products on time (Mahadi Hasan Miraz, 2016). Online consumers, often characterized as compulsive buyers, demand quick and convenient access to a wide range of fashion products (Jones, 2018). Accordingly, the purpose of this research is to investigate the challenges faced by e-retailers in the supply chain management in the fashion industry. The research questions are:

1. What kinds of difficulties are faced by e-retailers in the sourcing issues in the fashion industry?
2. How the implementation of digital supply chain management can be beneficial to them?

To clarify these issues, it's important to have an understanding of the Bangladeshi fashion industry's supply chain management and the significant issues faced by e-retailers in this sector. The motivation for undertaking this study is that very little research has been undertaken on digital supply chain management by e-retailers in the fashion industry. In the 21st century, every problem is solved by using technology. So, the difficulties faced by e-retailers can be addressed by digital solutions.

However, traditional supply chain processes and delivery methods have struggled to keep pace with the industry's rapid digitalization (Sameh, 2021). This problem is exacerbated by the absence of real-time information sharing between wholesalers and e-retailers. As a result, e commerce businesses face significant hurdles in obtaining real-time updates on product availability, order status, and delivery timelines, which hinder their ability to meet the evolving demands of the digital era (Kumar et al., 2017).

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Due to a lack of real-time information sharing between wholesalers and e-retailers, sourcing and spontaneous availability of products are not coordinated (Sameh, 2021). Addressing and mitigating the potential problem will bring about an extraordinary service in the fashion industry. The research paper depicts the potential challenge of sourcing difficult for e-retailers and wholesalers. The findings suggested that by building an integrated information-sharing system in the supply chain management between e-retailers and wholesalers, the sourcing and availability of products on time can be mitigated. It might take a longer time frame to develop this type of system. The distribution efficiency and shorter lead time will be achieved in the supply chain process by implementing the integrated system.

II. Research Objectives

The objective of the research is to address the sourcing difficulties in the e-commerce business platform in the case of fashion and accessories products. More specifically the objectives of this research are as follows:

- To identify the main challenge faced by e-retailers in the fashion industry in Bangladesh
- To evaluate the current scenario of digital supply chain management.
- To analyze the implication integrated system in the supply chain management process.

III. Theoretical Frameworks

a) *The Fashion and Accessories Industry Scenario*

The fashion and accessories industry is emerging day by day. The industry is highly competitive and dynamic due to changing customer trends and demands (Abdulla, 2022). Customers' lifestyles and demand is substantially changing due to digitalization and urbanization. Customers, especially millennials and Generation Z, are increasingly open to premium fashionable clothing and are willing to experiment with various branded premium fashion accessories owing to evolving fashion perceptions accompanied by high disposable income and rising exposure to global fashion trends (Arif-Uz-Zaman, 2023). According to "the United Kingdom Economic Accounts Time Series Datasheet," the household final consumtion expenditure on clothing and footwear in the United Kingdom witnessed a growth of 16.2% during the current year (Exchange, 2023). Additionally, the growing penetration of the internet, social media, and e-commerce are now providing consumers in tier 2 and below cities access to top brands' products.

b) *TAM (Technology Acceptance Model)*

The technology Acceptance Model was proposed in the 1980s based on social psychology theory by studying the relationship between cognitive, and emotional factors and technology application (Yawen Su, 2021). The model is widely used in the fields of information technology and the willingness to use technology. The model is used to measure the willingness to adopt the technology (Y, 2020). TAM is composed of four basic elements: 1) user behavior which is the actual operation behavior of the users to the new technology 2) behavior intention refers to the willingness of users to try new technologies. 3) perceived usefulness is the subjective understanding of users for the utility of the newly adopted technology 4) Perceived ease of use is the degree of effort that the technology users make use of new technologies (Y, 2020). TAM points out that perceived usefulness is directly affected by perceived ease of use, that is, if the technology is easier to use, users can feel its usefulness (Yawen Su, 2021). By using this model, we want the know the characteristics of the digital integrated system and its willingness to use the system.

c) *Challenges in the E-business Supply Chain Process of the Fashion Industry*

The fashion and accessories supply chain in Bangladesh is encountering challenges exacerbated by the impact of digitalization. The advent of digital technologies has brought about transformative changes in the way business is conducted, yet it has also exposed certain limitations within the industry, particularly in the context of e-commerce (Ahad, 2027).

One significant challenge lies in the responsiveness of wholesalers and manufacturers in Bangladesh. The fashion and accessories industry is inherently dynamic, with trends evolving rapidly (Martinex S, 2014). Digitalization has accelerated this pace, as consumers can instantly access global fashion trends online. However, some wholesalers and manufacturers in Bangladesh have struggled to keep up (Martinex S, 2014). They may be slow to adapt to digital platforms and processes, which can result in delays and inefficiencies in their supply chain operations. Additionally, the lack of information and coordination in the supply chain is hindering the growth of e-commerce. Traditional methods of order collection, which are reminiscent of an older, more analog era, persist among wholesalers and manufacturers (Sabrina Backs, 2019). This reluctance to embrace digital tools and communication channels means that e-commerce businesses may face challenges in obtaining real-time updates on product availability, order status, and delivery timelines (Sabrina Backs, 2019). As a consequence, the limitations imposed by these factors can impede the growth and efficiency of e-commerce in Bangladesh's fashion and accessories sector (Shaikat, 2018). To address these challenges and thrive in the digital age, it is crucial for wholesalers and manufacturers to embrace digitalization, streamline their supply chain operations, and adopt modern methods of order management and communication (Avizit Basak, 2014). This adaptation will enable them to better align with the ever-changing trends in the industry and meet the demands of the evolving e-commerce landscape.

IV. Research Methodology

a) Research Design

The study is descriptive in nature and qualitative approaches are used to conduct the research. The research work is based on primary data. A self-administered questionnaire is designed to obtain data. All indicators were culled from previously published research papers. We have used the qualitative research approach for some genuine reasons. Firstly, the study on Bangladeshi Fashion and Accessories e-retailer's problems and challenges requires an in-depth qualitative understanding of the scenario and conditions (Ahmed Ishtiaque, 2016). Secondly, there are many e-retailers in the fashion and accessories segment, and multifaceted issues and challenges are faced by each e-retailer, to capture and investigate the major issues of e-retailers, the qualitative approach will provide essential insights. Finally, the interviews will disclose the spontaneous experiences and responses about the complexities of e-retailing supply chain management in the fashion and accessories industry. By acclimating the qualitative approach, we will get essential insights about the topic. We designed an open-ended interview questionnaire to collect data from e-retailers. Some items are modified to fit the study's context. Online questionnaires and personal interviews took the form of data collection.

b) Data Collection and Sample

The research paper demonstrates the emergence and introduction of digital supply chain management systems in the e-business fashion industry. We designed a questionnaire with pen-ended questions on the relevant context. The questionnaire is attached in the appendix section of the research paper. The main respondents are e-retailers. We took interviews of e retailers who are conducting their business on different digital platforms. We selected the sample based on some criteria. The criteria are willingness to give the interview, easy availability of participants, and have required knowledge about their business complexities. We took interviews from three types of e-retailers. The new retailers, the experienced ones, and the retailers who have conducted business for 2 to 3 years. We asked the structured questions and asked some additional questions based on their answers. Some desired retailers were not available for interviews, so we sent a set questionnaire to them via email. The data for this research were collected between September to October 2023.

c) Respondent's Profile

The data set included responses from 55 e-retailers. The majority of respondents had conducted business in digital platforms for a minimum of two years. Digitalization most affected the young generations. Most of the e-business fashion and accessories sector is dominated by young entrepreneurs. 70% of respondents are young entrepreneurs (age between 25 to 40).

d) Data Coding and Analysis

Thematic Analysis is used to analyze the collected data from e-retailers. To examine the whole situation, we tried to accumulate data from e-retailers. To exert the meaning of the given answers, we jotted down all the interviews and managed the data in a well-structured form for further activities. To get reliable data, we analyzed the interviewed data individually. Afterward, we discussed our individual understanding of the interviewed data and made an in depth analysis of the whole data. Through the given answers of the respondents, analyzed their answers. We developed a thorough understanding of the hurdles faced by e-retailers in responding to customers' orders and the availability of products. We observed that they could have been more efficient while sourcing and transporting the product. It took them a long lead time as well as a bullwhip effect in their small e-business. One of the e-retailers responded that, due to the lack of adaptation of his wholesaler he lost lots of emergency orders from online. As there is high competition in the e-businesses of Bangladesh, a missing span of customers due to this reluctant anti-tech savvy approach by his wholesaler made him demotivated further he stopped doing business on that line where he was getting good profits.

By analyzing the answers of the respondents, we got some important insights. The finding sections will disclose the analyzed insights.

V. Discussion

The traditional supply chain management process has proven to be less effective in the ever evolving digital business world, especially within the e-commerce-based fashion and accessories industry. Our research, as discussed in the literature review, highlights a set of common challenges faced by e-retailers in Bangladesh, where the demands of the digital era have triggered the need for a different supply chain management approach.

a) Sourcing Challenges and Lengthy Lead Times

One of the most significant challenges revealed by our data pertains to sourcing within this dynamic fashion industry. Customer preferences shift rapidly, and the rise of digital platforms has heightened these expectations. However, our findings indicate that customers experience long lead times, often ranging from 3 to 5 days when they place orders on these digital platforms. This extended lead time results in customer hesitancy to complete their purchases, ultimately leading to a loss in sales.

This gap between ordering and delivery can be attributed to several pivotal factors. Many e retailers choose not to maintain warehousing or inventory facilities, a strategic decision influenced by the nature of the fashion industry, where holding excessive inventory is discouraged. Consequently, when a customer places an order, the e-retailer must relay the order to a wholesaler. However, should the wholesaler not have the requested product in stock, the order is subsequently passed on to the manufacturer, resulting in a protracted and inefficient process. Regrettably, in the context of Bangladesh, these challenges have led to a considerable loss of sales for e-retailers.

b) Lack of Coordination and Integration

A fundamental issue exacerbating these challenges is the lack of coordination and integration between wholesalers and e-retailers. To address these hurdles, our proposed solution emphasizes the introduction of a digital information integrated system within the e-retailing segment of the fashion industry. Such a system has the potential to alleviate sourcing issues, reduce lead times, and bolster the overall performance and responsiveness of the supply chain.

c) Positive Findings and Low Adoption Rates

Empirical findings from our research showcase a positive correlation between the implementation of digital supply chain systems and the robust performance of the delivery process. However, the research also reveals a surprising statistic- only 8% of the e-retailers who participated in our study expressed willingness to adopt digital supply chain management practices. This statistic points to a crucial gap in knowledge regarding the potential benefits and implications of integrated digital systems. Overcoming this knowledge deficit represents a significant challenge.

d) The Promise of Digitalized Integration

To overcome the reluctance and improve the industry's supply chain efficiency, we propose the digitalized integration of information sharing among e-retailers and wholesalers. With this approach, wholesalers can receive immediate updates on new orders collected from various e retailers. Furthermore, social media platforms can serve as efficient channels for sharing photos of desired products and ensuring their swift delivery to the intended destination.

In contrast, under the traditional system, e-retailers often need to visit wholesalers' physical shops to purchase products in bulk. However, once the retailer dispatches from the wholesaler, they must wait until the next purchase cycle is initiated. This waiting period introduces substantial lead time and high responsiveness issues, resulting in missed customer opportunities for both e-retailers and wholesalers.

VI. Conclusion

In conclusion, the implementation of a digital supply chain system offers the potential to revolutionize the e-commerce fashion and accessories industry in Bangladesh. It can mitigate sourcing challenges, reduce lead times, and improve overall responsiveness, thereby ensuring a competitive edge in the rapidly evolving fashion industry. Nevertheless, addressing the reluctance of e-retailers to embrace these digital systems necessitates concerted efforts in education, simplification, and industry collaboration.

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Questionnaire

1. How would you describe the main challenges you face as an e-retailer in the fashion and accessories industry in Bangladesh?
2. What are the typical lead times for product delivery from the time a customer places an order to its delivery, and do you consider them satisfactory?
3. Do you maintain warehousing or inventory facilities for the products you sell, or do you rely on wholesalers for sourcing products?
4. How frequently do you experience delays in product availability when dealing with wholesalers?
5. Are there any issues related to coordination and information sharing between your e retail business and the wholesalers you source products from?
6. Have you considered adopting digital supply chain management practices to improve your supply chain efficiency?
7. How familiar are you with the potential benefits of digitalized integration in information sharing between e-retailers and wholesalers within the supply chain?
8. What factors influence your willingness to adopt digital supply chain systems in your e-commerce operations?
9. Have you observed any positive effects on delivery efficiency when using digital supply chain systems, and if so, what were they?
10. What do you perceive as the main challenges in implementing digital supply chain systems in the fashion and accessories e-commerce sector in Bangladesh, and what strategies do you believe would be effective in overcoming these challenges?
11. How many times have you lost sales due to late delivery issues?
12. What are the key components of your supply chain, from sourcing raw materials to delivering products to customers?
13. In the context of Bangladeshi fashion and accessories e-commerce, how do you handle demand forecasting, and how has digital technology contributed to better forecasting accuracy?
14. How do you collaborate with suppliers, manufacturers, and logistics partners to ensure the smooth flow of products through your supply chain?
15. In the context of the Bangladeshi fashion and accessories e-commerce industry, how do you handle returns and reverse logistics? What solutions do you employ to manage these processes efficiently?

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Advertising and Sales Performance of Selected Companies in Mogadishu- Somalia

By Abdihakin Abdullahi Jama

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ADVERTISINGANDSALESPERFORMANCEOFSELECTEDCOMPANIESINMOGADISHUSOMALIA

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Chapter One

Introduction

a) *Introduction*

In this chapter, the author provides some background of information about the research area for readers, and then we would begun by discussing, problem statement of the study, purpose of the study, objectives of the study, research questions, scope, significance, theoretical, operational definitions and conceptual framework.

b) *Background of the Study*

Today, marketers commonly utilize multiple media channels within the same advertising campaign (Rinta-Kanto, 2012). Advertising problems often have far reaching effects on any company and if neglected can cause a great threat to the continued existence of the company, especially in the area of advertising as an aspect of corporate communication (Giles, 1997). In the light this statement, examining the impact of advertising on the sales volume of a company's product, is therefore a significant undertaking. The market is such that consumer tastes are increasingly differentiated and maintenance of high service quality in the face of rising costs of essential factors is needed (Adekoya, 2011). Since the market is also characterized by a multiplicity of advertisements, as Adekoya (2011) states, advertising of various company competing brands is increasing very rapidly and consumers are now more knowledgeable.

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Historically, the practice of advertising is as old as man. According to Keller (2005), the need to advertise seems to be a part of human history seen since ancient times. One of the oldest means of advertising was the use of signs. Early craftsmen used signs to advertise their wares and some traders like the Phoenicians planted commercial messages on prominent rocks. These are considered to have been among the forerunners of today's advertising. However, excavations at Pompey reveal that each little shop had an inscription on the wall next to the entrance to tell the passersby whether the shop was the place to buy bread, drinks or other goods. A very important occurrence in the emergence of advertising was the discovery of a system of casting moveable type by the German, Johannes Guterberg in 1938, which revolutionized communication methods for the whole world (Keller, 2005).

William Catton, an early printer made advertising history in 1478 when he printed a handbill, regarded as the first printed English advert. In the handbill there was the advertisement of his book called "SALISBURY PYE", handbook of ruler for the guideline of the clergy at Easter (McHugh, 2000, 451).

Advertising is a major components of integrated marketing communication and its one of the most visible and expensive marketing activities. It is also considered to be among the great "traditional" promotional mix strategies which have been established by many companies nowadays. Advertising is defined as any paid form of non-personal communication about an organization, product, or idea by an identified sponsor (George and Michael, 2007; p. 17). Advertising plays an important role in marketing communication and it is seen as an effective way of promotion, may it be in the services or products because consumers are bombarded with arrays types of media such as news papers, magazines, radios, internet, direct mail and other mass media, in their daily. Thus, firms believe that advertising is advantage in the form of building awareness. A successful advertisement is able to increase the company's performance in many aspects; increased market share, increased sales performance which in turn generates higher profit, building reputable brand image and so on.

Advertising represent an importance mean by which organization communicate with their customer, both current and potential. Thus, having clear objective for advertising will aid operational decision making for advertising programs in effectively convey the intended message to the audience (Clow and Baack, 2006).

Advertising is any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor (Kotler and Armstrong, 2010). There are various forms of advertising like informative advertising, persuasive advertising, comparison advertising, and reminder advertising. Informative advertising is used to inform consumers about a new product, service or future or build primary demand. It describes available products and services, corrects false impressions and builds the image of the company, (Kotler, 2010). Advertising can be done through print media which includes news papers, magazines, brochures, Audio media for example Radio, and visual media which includes billboards, and television (Kotler and Armstrong 2010).

Sales performance describes the trend of collections in terms of revenue when comparing different periods (MC Cathy, 1994). The sales may be in form of offering products or services to consumers. A service is any activity or benefit that one party can offer to another that is essentially intangible and does not result in ownership of anything (Kotler and Armstrong, 2010). Sales volume is the core interest of every organization and is based on sales and profit. When volume goes up profits rises and management in organizations is made easier.

c) *Problem Statement*

Advertising is any paid form of non-personal communication about an organization or its product to a target audience through a mass/broadcast medium by an identified sponsor. It should be observed that for any promotional activity to be called advertisement it must be paid for. In the real sense, it is the method used by companies for creating awareness of their products, as well as making new products known to the new and potential consumers. Advertisement in such a media as print (newspaper, magazines, billboards, flyers) or broadcast (radio, television) typically consist of pictures, headlines, information about the product and occasionally a response coupon. Broadcast advertisement on the other hand consists of an audio or video narrative that can range from 15seconds spots to longer segments known as infomercials, which generally last 30 to 60 minutes. (Busari 2002).

Advertising has become an essential marketing activity in the modern era of large scale production and serve competition in the market. It helps the introduction of new products in the market. A business enterprise can introduce itself and its product to the public through advertising. A new enterprise can't make an impact on the prospective customers without the help of advertising. Advertising enables quick publicity in the market. Marketing problems often have far reaching effects on any company and if neglected can cause a great threat to the continued existence of the company, especially in the area of advertising as an aspect of corporate communication. (Giles 1997).

In Somalia most companies are spending money in advertising their company product or services' brand and expect that consumers or those who read the advertisement will react positively towards their products or services brand and hence increase its profitability and sales performance.

However there is no certain measurement or evaluation of the effectiveness of advertising, whether it is able to increase the sales of the products, or just simply to build brand awareness.

To put up a simpler term, with the amount of resource poured in for advertising, does it actually boost up a sales performance is questionable. According to Gupta (2008) Advertising is also part of the total cost sales, although it is difficult compare to production cost and selling cost. The study therefore will attempt to investigate the relationship between advertisement and sales performance in Mogadishu Somalia.

d) *General Objective*

This study investigated the causal relationship between advertising and sales performance in selected merchandizing companies in Mogadishu Somalia. Since advertising is applied in order to raise awareness among customers. Thus, it could maintain customer loyalty and then boost up the organization performance in terms of profitability of the organization and its value. However, it is not certain whether adverting can increase organization performance in Mogadishu Somalia because the cost may be too high for the organization to sustain it, thus it may have adverse effects on organizational performance.

i. *Specific objective*

The specific of this study were as follows:

1. To examine how media advertising affect sales performance in some selected companies in Mogadishu-Somalia
2. To determine how celebrity advertising affect sales performance in some selected companies in Mogadishu-Somalia
3. To establish how billboard advertising affect sales performance in some selected companies in Mogadishu-Somalia.

e) *Research Questions*

1. How does media advertising affect organizational sales performance in selected companies in Mogadishu
2. How does celebrity advertising affect organizational sales performance in selected companies in Mogadishu
3. How does billboard advertising affect organizational sales performance in selected companies in Mogadishu

f) *Hypothesis*

1. Media advertising does not significantly affect organizational performance of selected companies in Mogadishu
2. Billboard advertising does not significantly organizational performance of selected companies in Mogadishu
3. Celebrity advertising does not significantly affect organizational performance of selected companies in Mogadishu

g) *Scope of the Study*

i. *Content Scope*

The research focused on the contribution of advertising Promotion Strategy for merchandising companies and their sales performance, Mogadishu – Somalia.

ii. *Geographical Scope*

The study was carried out in Mogadishu, the capital of Somalia. The study encompass some selected Mogadishu merchandising companies.

iii. *Time Scope*

The study focused on the influence of advertisement on sales performance in some selected merchandising companies in Mogadishu. The study will conduct between January 2014 and August 2014.

h) *Significance of the Study*

The study will aid researchers who wish to carry out future research in the related field, which has not ventured under this study. The study will support organization to improve Advertising effectiveness in practical. This study will enhance decisions and actions on concrete knowledge issues about the private organizations by the research fund. And also improve the organizational profitability by minimizing wastage and unnecessary costs.

i) *Theoretical Framework*

This study was guided by the theory of advertising promotions, advanced by Smith and Taylor (2003). The theory postulates that advertising promotions involve high costs and, hence, companies are always looking for ways to reduce the cost of promotions but still maintain the effectiveness of the promotional activities being carried out. This is where companies use joint promotions. Smith and Taylor (2003) state that joint promotions or cross promotions offer economical routes to target the same customers with relevant offers. It will adopt for this study because the study will test most of the advertising promotion tools and their relationship and contribution to the sales performance. This theory will prefer from other theories of promotion. As will apply in this study, the theory holds the advertising promotion would influence the growth of the organization in terms sales performance. This is true considering the fact that if advertising programs are being implemented effectively and efficiently this may stimulate customers' attention for the service than this may turn an increase in the sales volume as result of market share growth, which means effect on financial and non financial of the organizational sales performance (Radley, 1996).

j) Operational Definitions

i. *Advertising*

Is any paid form of non-personal presentation and promotion of ideas, goods, or services, by an identified sponsor?

ii. *Media*

Is a usage of television programs, newspapers, bus-stop posters, in-store displays, banner ads on the Web, or a flyer on Face book, in order to reach your desired audience (1979).

iii. *Celebrity Advertising*

Is the use of a public figure's likeness for the purpose of selling a product or service? Celebrity advertising can be accomplished through celebrity endorsements, whereby the celebrity consents for his or her likeness to be used in advertisements for a certain brand (Miciak & Shanklin, 1994).

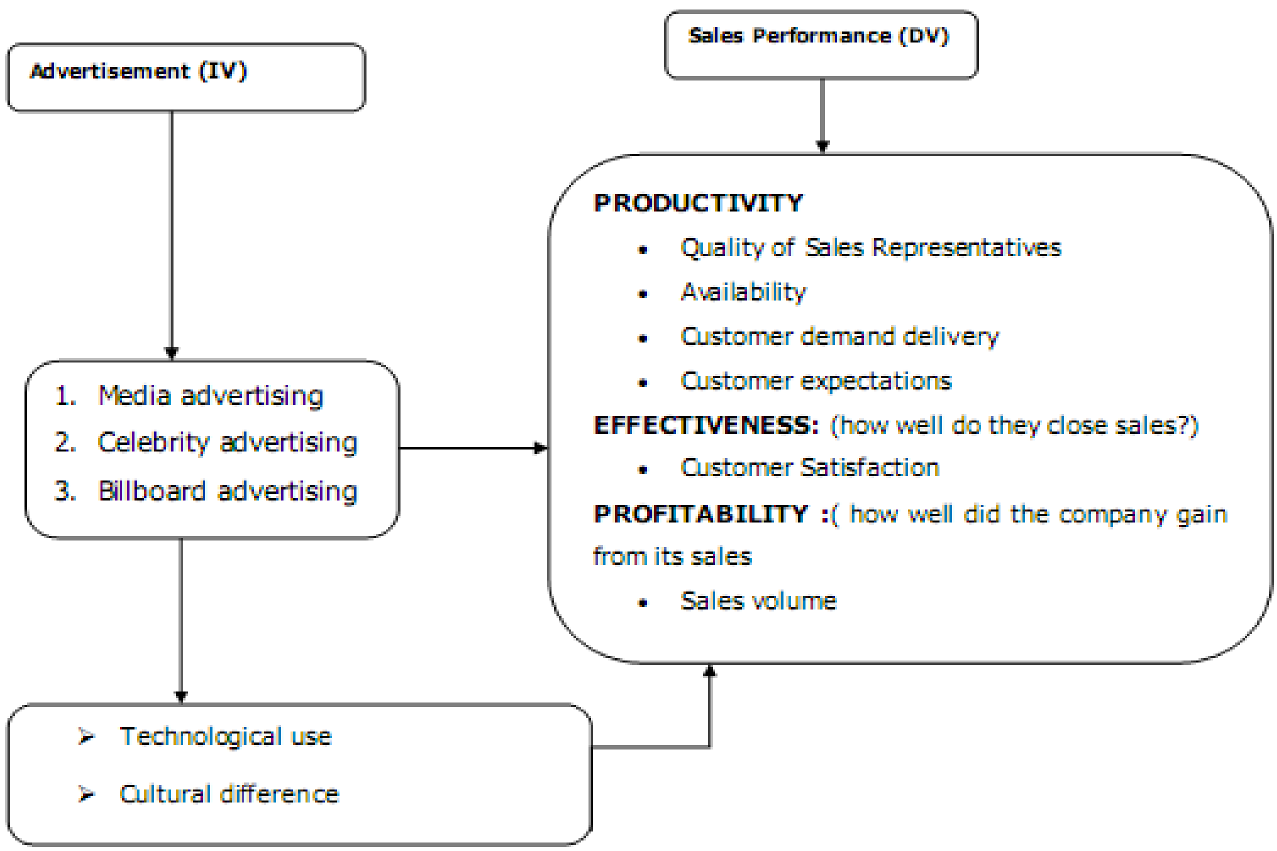
iv. *Billboard*

A billboard is a large outdoor advertising structure (a billing board), typically found in high traffic areas such as alongside busy roads. Billboards present large advertisements to passing pedestrians and drivers.

v. *Sales Performance*

Sales performance describes the trend of collections in terms of revenue when comparing different periods (MC Cathy, 1994).

vi. *Conceptual Framework*



Source: Researcher (2014)

Chapter Two

Literature Review

a) Introduction

This chapter looks at advertising as the independent variable, sales performance as the dependent variable and the relationship between the two variables.

b) Concept of Advertising

Advertising is any paid form of non personal presentation and promotion of ideas and goods, or services by an identified sponsor (Kotler and Arm strong 2010). Although advertising is used mostly by commercial firms, it is also used by a wide range of nonprofit organizations, professionals and social agencies that advertise their causes to various target publics. According to Adekoya (2011) advertising is any paid form of non-personal communication about an organization or its product to a specific target audience through a given medium by an identified sponsor. Adekoya (2011) observes that for any promotional activity to be called advertisement it must be paid for. In its real sense, advertising is it is the method used by companies for creating awareness of their products, as well as making new products known to the new and potential consumers.

In terms of marketing, advertising is a promotional tool which tends to remind, reassure and influence the decisions of the consumers because an advertisement itself enlightens, educates, and persuades consumers on their acceptability of the product offering (Sundar & Kim, 2005). Advertisements in such a media as print (newspaper, magazines, billboards, flyers) or broadcast (radio, television) typically consist of pictures, headlines, information about the product and occasionally a response coupon. Broadcast advertisement on the other hand consists of an audio or video narrative that can vary in range (Busari, 2002).

Many advertisements can also be seen on the seats of grocery carts, on the wall of airport walkways, on the sides of buses, airplane and train, an indication that advertising is a common phenomenon in the daily life of man. Advertisements are usually placed anywhere an audience can easily and/or frequently a access visual and/or video (Busari, 2002). So many people have tried to define the concept of advertising and as such various definitions have risen. However, there is what is common in the different definitions; all writers use the words like a communication, a promotion tool, a message delivery, attracting customers, persuading customers, calling customers to buy a product or a service and this information delivery is paid for and goes through a particular medium (Arens, 1986).

c) *Forms and Types of Advertising*

There are different forms and types of advertising based on nature of the message, medium through which the message is delivered and so on. According to Kotler & Armstrong (1999), there are three forms of advertising that is informative, persuasive and reminder advertising. Informative advertising is used to inform the customers about a new product or features and to build the image of the company. *Persuasive advertising* is one used to build selective demand for a brand by persuading consumers that it offers the best quality for their money. It persuades a customer to accept sales calls and to purchase now (some persuasive advertising has become comparison advertising, in which a company directly or indirectly compares its brand with one or more other brands. While *reminder advertising* is one used to keep consumers thinking about the product or service .it is important for mature products or services. It reminds customers that the products may be needed in their near future, where to buy the product and maintaining top of mind product awareness.

Others categorize advertising inform of media, being commercial and none commercial media. Commercial advertising media can include many different advertising media, including the traditional ones and modern means. With advancement in modern technologies, it is expected that more and more means of advertising will continue to surface. Wikipedia (http:// en.wikipedia. org/wiki/Advertising) outlines a number of commercial media including wall paintings, billboards, street furniture components, printed flyers and rack cards, radio, cinema and television adverts, web banners, mobile telephone screens, shopping carts, web popups, skywriting, bus stop benches, human billboards and forehead advertising, magazines, newspapers, town criers, sides of buses, banners attached to or sides of airplanes, in-flight advertisements on seatback tray tables or overhead storage bins, taxicab doors, roof mounts and passenger screens, musical stage shows, subway platforms and trains, elastic bands on disposable diapers, doors of bathroom stalls, stickers on apples in supermarkets, the opening section of audio and video, posters, and the backs of event tickets and supermarket receipts. While there are so many forms of commercial advertising, this study conceptualized in details and empirically examined only three forms, which include media advertising, celebrity advertising and billboard advertising, for reasons that there are very few researches on them in almost no study was found in the context of Mogadishu Somalia.

d) *Theoretical Framework*

It is generally known that advertising plays a role in increasing the sales volume of any company's product at any point in time but this role cannot be overemphasized. In several cases, advertising has helped many companies in various industries to growth. This is due to its role in placing a positive image about the companies' products in the mind of potential consumers.

Since advertising means different things to different people, there was a need for the researcher to conceptualize this concept in line with this study, based on some conceptualizations of previous researchers and experts in this field. Longman (2000) says that advertising involves the act of telling people publicly about a product or service in order to persuade them to buy it. Alonge (2001) contends that advertising is any paid form of non-personal communication which is directed to the consumers or target audiences through various media in order to prevent and promote product, services and idea. This means that advertising as a branch of commerce is used to create awareness for a particular product and it must be paid for. It is a service or an aids-trade in commerce used to inform, educate,

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guide and persuade people to buy the advertised goods or services. Gillian (1982) looks at advertising as "a means of drawing someone's attention to something or notifying or informing somebody of something".

1. *Non Personal:* First what is non-personal"? There are two ways to sell anything, personal or non-personally. Personal selling requires the seller and buyer to get together while non personal selling involves the use of various media to reach the consumer/buyer. The advertising is directed to group of people with no particular person in mind and it thus non-personal in nature.
2. *Communication:* This means not only in speech or picture but any way one person can pas information, ideas or feeling to another. Thus, communication uses all these senses, smell, touch, taste, sound and sight. And of all the five only two are really useful in advertising.
3. *Information:* Information is described as knowledge, fact or news. However you should bear in mind that one person's information is another's scam, particularly when advertiser talk about their products. Information comes in many forms it can be complete, it can be blare or deceptive.
4. *Paid Form:* "Paid form" is a pretty straight forward meaning. It is advert created and placed on the media, the costs of creation and time or space in the media must be paid for. This is a major area in which advertising different from public relations. However, some advertisements are not paid for by their sponsors. Free advertisements are exclusively for public service campaigns.
5. *Identified Sponsor:* Identified sponsor means whosoever is putting out the advertising, must tell audience who they are. Legally, a sponsor must identify herself as sponsor of an advertisement. This equally establishes the truthfulness of the message unlike propaganda which is another promotion with anonymous or hidden sponsors. A company sponsors advertising in order to convince and influence people to buy its products. All these can be shown in model:

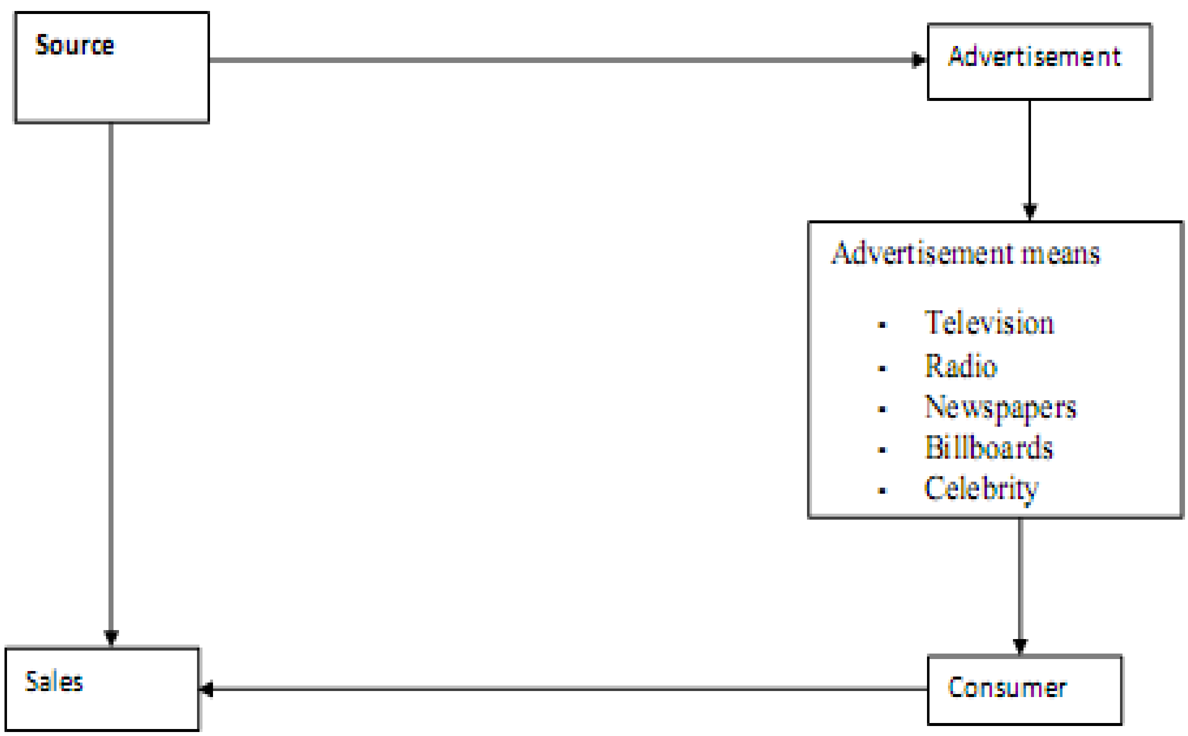

Figure 1: Model of Advertising (Osuagwu Linus, 1997, 185)

The ultimate function of advertisement is to help produce sales. This is the feedback expected from the consumer. Though advertisement may not lay absolute claim to sales, since it is equally the goal of other promotional tools, such as sales promotion, personal selling, etc, its contribution cannot be over-emphasized. The advert message is put into a symbolic form such as pictures, written words or spoken words. The message is then transmitted to the consumer via means of advertisement like television, radio, newspaper and so on. But, advertisement cannot produce immediate sales; sales may come in the long run, since consumers normally do not switch from uninterested individuals to convinced consumers in one instant move or day (Richard, 1996).

e) Empirical Review

i. Media Advertising and Sales Performance

1. *Media Advertising*
   Media advertising is the use of several advertising media to promote goods and services of a given company.Wikipedia (http://en.wikipedia.org/wiki/Advertising) indicates that in the 1960s, campaigns featuring heavy spending in different mass media channels became more prominent, giving an example of the Esso gasoline company which spent hundreds of millions of dollars on a brand awareness campaigns, building around the simple theme *Put a Tiger in Your Tank*.
2. *Steps in Choosing an Advertising Media*
   Armstrong specifies four major steps taken into consideration when choosing an advertising media, these are deciding on reach, frequency and impact of the medium selected. Reach is the percentage of people in the target market who are exposed to the ad campaign. Frequency is the measure of how many times the average person in the target market is exposed to the message.

Media impact is the qualitative value of message exposure through a given medium for example for products that need to be demonstrated, messages on television may have a great impact than those on radio since television has both sound and sight. In choosing the type of media, the reach, frequency and impact of the major media types include newspapers, televisions, direct mail, radios and magazines. Media choice is affected by the media habits of target consumers that is, media that reaches target consumer effectively. Nature of products that is some of products and services are best advertised on televisions and color magazines.

Types of messages that is a major sale may require radio or television while a technical sale requires magazines, and direct mailing or on line. Cost is another major factor in media choice. This looks at the total cost of using a medium and the cost per advert exposure Selecting specific media vehicles with in each general media type such as specific magazines, televisions, television shows or radio programmes, a company must consider or complete the cost over thousand persons reached by a vehicle, cost of producing adverts for different media and also balance media cost measures against several media impact factors. Deciding media timing is last step in choosing an advertising media. The company must decide how to schedule the advertising over the course of a year.

Continuity or pulsing patterns may be chosen. Continuity means scheduling the adverts evenly within the given period while pulsing means scheduling adverts unevenly over a period of time.

f) Advertising Campaigns have three Main Characteristics

1. *Meaningful:* They should point out benefits that make the product more meaningful to the customers.
2. *Believable:* Customers must believe that the product or service will deliver the promised targets.
3. *Distinctive:* Ability to tell that the product is better than competing brands. Pride & Fewel (2006) suggest five significant decisions to be considered when drawing advertising programmed; these include what media should be involved? What message should be conveyed? What should be the company's overall advertising budget? How does the firm know that the advertising is achieving its objectives? The only reason for advertising is to sell something that is product, service or even an idea (William *et al*, 1998).

Scheme and smith 1980 insists that it is not enough to produce a good product, and you do not make it, advertising only makes it accessible to customers and stimulates consumption and purchase. Advertisement also facilitates the introduction of a new product ,expands the industry sales and the company, supports personal selling, reaches people inaccessible by sales force, builds good will of the firm hence improving its reputation and consequently sales are improved. However advertising is costly and may not be as persuasive as a company's sales person.

Many companies used straight forward method in determining advertising applications like percentage of sales, standard expenditure per unit, the task method /market share relations between advertising and sales revenue since there are mainly other factors that determine the sales revenue of a company like price, perception towards the product (Kotler & Armstrong).

The study showed that businesses making major increases in media advertising expenditures during the recessionary period gained an average of 1:5 points of sales performance share. This level of aggressiveness was displayed by only 25% of the businesses. Thus, by being aggressive, these businesses outperformed the average business, which, as we saw earlier, gained only 0.63 points of share during market recession (Nyren, 2005).

During market expansion periods, over 80% of the businesses increased media advertising expenditures. The problem, however, is that no particular share gain was achieved, on average, because most firms take the same action. Thus, the consistency of ROI levels between normal and expansion periods is maintained.

We do see the danger of falling behind in media advertising. Those businesses that reduced their media advertising during the expansion lost one point of share. We cannot say, without additional information, whether the pulling back of media advertising caused a loss of share or whether it was caused by the lack of production capacity to serve the growing market. However, any program of increased media advertising should be a part of your marketing and business strategies.

Advertising may be done through various media like visual, audio and print media. Visual media may include television, bill boards, posters, prices with company product name and broachers'. Print media may include newspapers, brochures, stickers, magazines, business cards, new letters, and mobile vehicles. Audio media includes radios. Other tools of advertising may include; infomercials, sponsoring events, taking part in trade shows, celebrity advertising, email advertising , placing corporate logos and the side of boaster rockets and international space station, personal recommendations like; "bring a friend", "sell it", mobile phone adverts like multimedia messaging service picture, video messages advergamer, 2D bar-code and social network advertising (www.wikipedia, org/wiki, advertising).

g) *Celebrity Advertising and Sales Performance*

i. *Celebrity Concept*

Celebrities are people who enjoy public recognition by a large share of a certain group of people. According to Friedman & Friedman (1979), the term celebrity refers to an individual who is known to the public (actor, sports figure, entertainer, etc.) for his or her achievements in areas other than that of the product class endorsed (Johansson & Sparredal, 2002).

Celebrities act as spokes-people in advertising to promote products and services, which is referred to celebrity endorsement. McCracken (1989) defines celebrity endorser as "any individual who enjoys public recognition and who uses this recognition on behalf of a consumer good by appearing with it in an advertise-ment" (Ericsson & Hakansson, 2005).

Celebrities could be classified according to their work/performance area: entertainers (pop-stars, musicians, showmen, actors, models, etc.), sports figures, businesspersons or politicians. They could also be classified according to the level of their familiarity (local, national or international/global), and their demographics.

Advertisers often use celebrities in advertising because of their famous attributes (beauty, talent, athleticism, power, etc.) that often represents the attractions desired for the brands they endorse. According to Ericsson & Hakansson (2005), the repeated association of a brand with a celebrity might ultimately lead consumers to think the brand possesses the attractive qualities that are similar to the celebrity's. Furthermore, consumers may like the brand because they like the celebrity who endorses it.

h) *Reasons for using Celebrity Endorsers*

Scientific literature is abundant in discussions about the reasons for using celebrities in advertising. Belch & Belch (2001) state that the reasons why companies spend huge amounts of money to have celebrities appear in their ads and endorse their products is that celebrities have stopping power. They draw attention to advertising messages and enhance message recall. Celebrities help in recognition of brand names, create positive attitudes toward the brand and create a personality for the endorsed brand. Moreover, it is believed that celebrities could favourably influence consumers' feelings, attitudes and purchase behaviour.

The use of celebrities in advertising has been a popular practice for a number of years already and it remains (Banytė *et al.,* 2011). There are researches indicating that advertisements featuring a celebrity constitute a proportion of about 20-25 percent of all ads (Brown, 2006; Shimp, 2007). According to Silvera and Austad (2004), the popularity of such kind of advertisement is determined by the opinion, that celebrity endorsement can result in more favourable advertisement ratings and product evaluations (Dean and Biswas, 2001) and can have a substantial positive impact on financial returns for the companies that use them (Erdogan, 1999). Among the most common reasons why companies use celebrities to endorse their products are those: increase attention, image polishing, and brand introduction, brand repositioning, etc. (Erdogan, 1999; Ericsson and Hakansson, 2005). One more solid reason for using the celebrities in advertising is the possibility to eliminate or reduce the effects of cultural interferences for companies performing in international, global markets.

The selection of appropriate celebrity for advertisement is a complicated issue that attracted interest of many researchers at both academic and practical levels. The number of authors analysed reasons for using the celebrity endorsers in advertising (Johansson and Sparredal, 2002; Ericsson and Hakansson, 2005; Kulkarni and Gaulkar, 2005 the criteria and the models for selection of celebrities endorsement (Silvera & Austad, 2004; Shimp, 2007), and the risk of using the celebrity in advertising (Tandon and Mehrotra, 2005; Duncan, 2008.). Analysis of existing studies reveals a lack of clear conceptualization especially on the important aspects of selecting and using celebrity endorsers in advertising. With that in mind, studies that examine the complete multistage process of selecting celebrities in advertising are especially valuable (Banytė *et al.,* 2011).

Analysis of literature on celebrity endorsement allows managers and researchers to study the process of celebrity endorser selection from the company's point of view. It makes sense knowing that it is a company who intends to get advantage and benefits from such a

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marketing technique. But the perception of target audience is also of critical importance. Only opinion of customers can provide the evidence, if the endeavours of the company allow reaching the expected results. We believe that findings of the empirical research, provided in this article, would serve as at least exploratory but useful insight into the perception of consumers about celebrity endorsement.

Celebrity advertising is the use of a public figure's likeness for the purpose of selling a product or service. Celebrity advertising can be accomplished through celebrity endorsements, whereby the celebrity consents for his or her likeness to be used in advertisements for a certain brand (Miciak & Shanklin, 1994).

Celebrity advertising without the celebrity's consent results in products that are referred to as "bootleg" merchandise or "knock-offs," which feature the celebrity's photo or likeness on a product Walker *et al.* (1992). Celebrity endorsements imply that the celebrity uses the product or service that he or she is endorsing, and prefers it above others of its kind. For this reason, brands will often target celebrities who appear to reflect whichever effects the advertisement is promising. For example, celebrities who are already fit are often approached to represent fitness and weight loss products, and stars that are known for their hair are approached to endorse certain brands of shampoo.

In some cases, the celebrity might not even use the product or service at all. Celebrities who knowingly mislead the public in exchange for profit in this regard are often criticized for "selling out." Because of this, many North American celebrities have opted to endorse products for advertisements that are only shown overseas, particularly in Japan (Kaikati, 1987). One of the most iconic examples of celebrity advertising is the George Foreman Grill. At one time best known for his championship boxing, George Foreman is perhaps better-known today for endorsing his eponymous grill, which claims to reduce fat in cooking. Like many products endorsed by celebrities, the George Foreman Grill was brought to the public's attention through a series of repetitive TV commercials. In some cases, celebrity endorsements on TV exceed the length of a standard commercial; these ad spots are known as "infomercials" or "paid programming." Some celebrities who have appeared in infomercials include: Victoria Principal for the Principal Secret, Daisy Fuentes for Winsor Pilates, and Chuck Norris for the Total Gym.

Celebrity advertising via bootleg merchandise usually consists of the celebrity's likeness, whether through an actual photo of the celebrity or a facsimile that reflects certain iconic aspects of the celebrity's image (Miciak & Shanklin, 1994). For example, a product that is not endorsed by Elvis Presley's estate but still bears an image of the singer's signature hairstyle, pose, etc. would be considered bootleg merchandise. Restrictions prohibit bootleg merchandise from being sold in most major retail outlets; however, flea markets and discount stores have been known to carry such items.

Despite well-publicized celebrity miscues such as O. J. Simpson's arraignment on murder charges, Mike Tyson's rape conviction, and Michael Jordan's gambling debt, the use of celebrity endorsers continues unabated. Indeed, approximately 20 percent of all commercials use some type of celebrity endorsement (Radley, 1996) Recent highly visible examples include Candice Bergen for Sprint, Jerry Seinfeld for American Express, Michael Jordan for Nike, Cindy Crawford for Pepsi, and Grant Hill for Fila, Christie Brinkley for the Milk Council, and Ken Griffey, Jr for Nintendo (Bradley, 1996).

Although endorsers can be used for a variety of purposes such as getting attention (Kaikati, 1987) and penetrating commercial clutter (Miciak & Shanklin, 1994), the high cost of endorsements suggests that marketers expect to get far more value from the endorsement than simply the use of a clever execution device designed to attract consumer attention.

Despite the popularity of celebrity pitchmen (and women), many commercials using celebrity endorsers do not live up to advertisers' expectations (Miciak & Shanklin, 1994). However, used appropriately, celebrity endorsers can serve a valuable role in developing brand equity and enhancing a brand's competitive position. The purpose of this article is to identify how basic associative learning principles can be invoked to improve the use of celebrity endorsers.

i) Billboard Advertising and Sales Performance

Advertisers are indeed exploring many new avenues. Billboard advertising is being used in innovative ways: "Out-of-home advertising, long considered a backwater on Madison Ave., is getting tougher to ignore as it branches out beyond the old-fashioned billboard. New technologies are transforming out-of-home ads, a sector which includes roadside billboards, ads on buses and trains and now even coasters in bars. As advertisers find it harder to reach consumers through television and radio, the increasing array of out-of-home ads is looking more attractive (The Wall Street Journal, July 21, 2005).

i. *Billboard*

A billboard (archaically a "hoarding" in the UK) is a large outdoor advertising structure (a billing board), typically found in high traffic areas such as alongside busy roads. Billboards present large advertisements to passing pedestrians and drivers. Typically showing large, ostensibly witty slogans, and distinctive visuals, billboards are highly visible in the top designated market areas (Cavaliere, & Tassinari, 2001).

Bulletins are the largest, most impactful standard-size billboards. Located primarily on major highways, expressways or principal arterials, they

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command high-density consumer exposure (mostly to vehicular traffic). Bulletins afford greatest visibility due not only to their size, but because they allow creative "customizing" through extensions and embellishments (Assmus, Farley & Lehmann, 1984).

Posters are the other common form of billboard advertising, located chiefly in commercial and industrial areas on primary and secondary arterial roads. Posters are a smaller format than bulletins and are viewed principally by residents and commuter traffic, with some pedestrian exposure (Cavaliere, & Tassinari, 2001).

ii. *Painted billboards*

Grabowski, (2000) almost all these billboards were painted in large studios. The image was projected on the series of panels that made up the billboard, then "pounced" on the board, marking the outlines of the figures or objects. Then, using oil paints, the artists would actually use large brushes to paint the image. Once the panels were installed using large hydraulic booms on trucks, the artists would go up on the installed billboard and touch up the edges between the panels. These large, painted billboards were especially popular in Los Angeles where historic firms such as Foster & Kleiser and Pacific Outdoor Advertising dominated the industry. Eventually, these painted billboards gave way to graphic reproduction, but hand-painted billboards are still in use in some areas where only a single board or two is required. The "Sunset Strip" in Los Angeles is one area where hand-painted billboards can still be found, usually to advertise upcoming films or albums in the heart of the entertainment industry.

iii. *Advertising Style*

Billboard advertisements are designed to catch a person's attention and create a memorable impression very quickly, leaving the reader thinking about the advertisement after they have driven past it (Kelton & Kelton, 1982). They have to be readable in a very short time because they are usually read while being passed at high speeds. Thus there are usually only a few words, in large print, and a humorous or arresting image in brilliant color (Kelton & Kelton (1982).

Some billboard designs spill outside the actual space given to them by the billboard, with parts of figures hanging off the billboard edges or jutting out of the billboard in three dimensions. An example in the United States around the turn of the 21st century were the Chick fil-A billboards (a chicken sandwich fast food chain), which had three-dimensional cow figures in the act of painting the billboards with misspelled anti-beef slogans such as "friends do not let friends eat beef (Kelton & Kelton, 1982).

The first "scented billboard" an outdoor sign emitting the odors of black pepper and charcoal to suggest a grilled steak, was erected on NC 150 near Mooresville, North Carolina by the Bloom grocery chain. The sign depicted a giant cube of beef being pierced by a large fork that extended to the ground. The scents will be emitted between 7–10 a.m. and 4– to 7 p.m. from May 28, 2010 through June 18, 2010.

iv. *Billboards can Capture Attention Easily*

Newspaper ads require a person to sift through the pages in order to find that advertisement. Billboards however, can simply attract attention by being there. One billboard placed strategically is as effective as hundreds of newspaper and television ads running. The best thing is, anyone can see them. Drivers, employees, students; these people can see your billboard when you start placing them on top of buildings and on the sides of the highway. They can't ignore them as well; whether they like it or not, the billboards are there to stay. Well designed billboards can easily capture a person's fancy as well. It all depends on your creative team to come up with that.

v. *They are Available around the Clock*

Unlike TV ads that depend on the number of minutes paid and newspaper ads that depend on the amount of space the ad occupies, billboards are available around the clock. Anyone can see billboards anytime of the day. They are not taken down after a certain hour as passed, nor are they restricted to certain time limits. They are like advertisers that work 24 hours a day, with no stops and no pauses. You can't even turn billboards down as well. They are just there, speaking their message in silence. You don't have to talk to them; all you have to do is just look at them and see what they have to say to you through the designs placed on the billboard.

Billboard advertising has become one of the most solid methods of promoting your business. Should you wish to utilize outdoor advertising, make sure that you depend only with Advertisement (Nelson, 2001).

j) *Sales Performance*

Sales in business terms are the actual sales in money values, a company receives after necessary collections are made from different sales channels of the original total production put on the market (Mc Cathy et al, 1994). It is sales that stimulate production in a company and consequently profits which are affected by various factors some of which are controllable like quality and others are uncontrollable like competition and general price changes.

Sales performance is an integrated frame work that enables organizations to plan and model sales strategies and ensure timely execution of sales initiatives while ensuring both front line sales people and decisions-markers have visibility into performance. Sales performance represents the next generation of best practices for sales (Michael, 2006).

Sales performance also refers to the total amount of firm's output sold to the market especially on monthly or annually basis .this is affected by many factors including customer relationship, marketing management of the firm and sales force skills and motivation and even the pricing of the goods and services (Amanda, 2002).

Sales revenue is the total amount of money that the firm gets from the sale of all its goods and services in a given period of time. This is usually six months or a year if a firm produced only one product or service, the sales revenue will be the price of the product multiplied by the number of products sold. In the case of more than one product or service the revenue from each needs to be added together (wood, 1996).

The figure for sales revenue in profit and loss account does not necessarily mean that the firm has received all the money because although they may have sold that quantity of the product, they may still be owed some of the money as debtors)Baker 2001). Sales performance refers to consistent and satisfactory turnover of goods and services produced and put on the market by an organization or company. It is the sole economic goal of companies to have as much goods sold on the market. This facilitates the rate of goods turn over and consequently revenue and increased production.

i. *Sales*

According to stein (2006) it is believed that the right sales approach consists of sales training that supports a company's sales methodology and related processes. Designing or adopting sales methodology is critical, without this methodology in place, training is a tactical attempt to a larger problem. The selling methodology must be developed based on the company's unique situation in their market, their customers, how the customers buy, the complexity and price levels of the products and services the company offers, competitive pressures, reporting requirement s the participation partners and the skill level of their current sales people (stein, 2006).

In the past years some organizations have found that their sales process are becoming more challenging while the performance of some of their sales professional who were past stars are deteriorated. Selling complex products and services, versus selling commodities has always been more difficult and sales professionals must have different skill sets (stein, 2006).

Most companies recognize that the world and their buyers buying processes probably have changed forever. But some companies have not recognized the need to make change in their sales force (stein 2006).

In dealing with falling or declining sales, it is advisable to invest in some short term training to upgrade the skills of sales and customer service staff. If you cannot afford to fire experience, train the staff you can afford. This is an investment you cannot afford to miss. Find training that produces results tailored to get to your situation. It can be seminars or distance learning that does not require time away from the property or the job (verret, 2004).

According to Hardesty (2006), sales training programs encompass a variety of necessary components, things like company policies, sales paper work, customer relationship management , sales force automation orientation, sales processes, company services, sales skill training and product features and benefits. stein 2006 further urges that, even when companies do decide that sales training is a step in the right direction, they do not always proceed forward for the right reasons in the right order, or in a way that results in them, driving more sales revenue companies have learned how to employ sales training as a strategic tool.

Those that are leaders in the industry, offering their stake holders maximum return on their input are able to quickly adapt to changing market conditions. ,are respected by their customers, and provide rock solid, consistent sale performance .the sales people that work for those companies are motivated, stay at their jobs longer and are proud to help in recruiting their friends who have been successful selling for other companies. This therefore leads to improved sales performance.

ii. *Sales Process*

A sales process is a systematic approach involving a series of steps that enables a sales force to close more deals, increase margins and make more sales through referrals. Actively using and desire to become willing to implement a sales process could lead to more sales. Normally a sales process involves the following key steps; prospecting qualifying, proposal presentation, handling objections, closing sale and follow-up for repeat business –referrals (Dvora, 2008).

iii. *Effective Sales Process*

An effective sales process has elasticity to accommodate extraordinary situations. Is your company prepared to meet a certain spike in demand for their products or services? Effective sales processes stand the rigors of changing times and market conditions and produce the best possible results in most circumstances. Companies have to be flexible and change with the changing environment and different consumer needs so as to be able to offer consumers what they need, when they need it. An effective sales process produces sales results with unerring precision as a manufacturing unit produces finished products, it should therefore be evaluated to gauge performance of both the staff and organization. Thus considers constant monitoring and supervision of organizational activities. A sales process can be viewed as an integrated method where man power refers to the sales force, the

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product or service is the raw material, strategy refers to sales plans and methods, and technology refers to the latest communication and sales technologies.

iv. *Outcomes of Sales Processes*

The outcome of a sales process can be explained by a series of steps that are systematic and not haphazard. Random acts produce random and uncertain results. In sales, random acts can be used occasionally, but systematic and well defined best practices can assure predictable results (vakratsas and Ambler). The steps include; predictable out comes, repeatable activities, and tangible results. Predictable outcomes are desired and predictable through a series of action that could lead to more sales and higher margins. Respectable activities are the ones that have to be done over again by any sales person within the organization. Tangible results are the outcomes that can be measured and compared. Relevancy for others that is a good sales process may be cloned to suit other organizations and they may emulate a successful sales process model. A group of companies may apply a particularly productive sales process to all or some of its divisions.

v. *The Outcome of the Selling Process*

Identifying and qualifying; leads to take in to account only those prospects that truly have the potential to buy according to their importance, to assign the right resources to each of them. Successful sales people spend more time with their top revenue producing accounts. This implies that the customer with the uniqueness of the product or service and your company, talk about the need of the customer and develop customized value proportions to solve their business use, convince the customer that your company is the one that can take care of the need and non can do it better than you. Assessing the purchasing power of each potential customer, large percentage off profit sales and forge strong bonds between the company and customers through the sales staff, Griffith (2001) states that profitability of a business is the justification of good performance. He further says that, profits of a business are the end results of operations and an indicator of good performance. Therefore, profit is a basic yardstick with which the success of the business can be measured. It is a reward for enterprise innovation and taking risks.

The sole reason for setting up a business is creation of customer, not profit. profit is as a result of coincidence during business operations. (Hampton, 2001) contends that business do not carry on their activities solely with an eye of achieving the highest possible profits but business have placed a high value on the growth of sales and willing to accept lower profits in order to gain the stability provided by large sales.

k) *Relationship between Advertising and Sales Performance*

The essence of advertising is to increase sales revenue hence improving sales performance (David *et al*, 1988). Advertising combines with a host of other influences to determine what contribution advertising makes to the buyer's purchase decision. The retailer john Wanamaker is said to have remarked that he knew that only half of his advertising was effective but he was unable to know which half it was. It is through advertising or other forms of promotion that brands in different market segments can effectively tell people in the market that a product is intended specially for them (Engel 1991, mc Gann and Russell, 1998).

The significance of advertising is to let customers know that an established brand is still around and it has certain characteristics, uses and benefits (Pride *et al,* 1989). Effective advertising can increase sales of advertisers products, and by so doing increase their profits. Advertising provides consumers and other prospects with information about different products that are available to them. This enables consumers to compare and choose between the products and encourages competition. Competition encourages companies to be more price and quality conscious so as to retain customers and clients (Cambridge international college training manual, 2000). The decision to advertise implies a decision to compete in a new and aggressive way with in the market. This means the provider will no longer rely too solely upon personal sales man ship to gain distribution. Instead he implies his readiness to and intention of speaking directly to consumers in abroad countries.

The decision to advertise also helps the marketer to expand his share in the market. Advertisement helps in development and expansion of the market and the consumer acceptance of the product. Dunn (1968) points out that the market needs and conditions are changing; therefore there is need for creativity in selling. This will show the company what to produce so as to satisfy the needs of the users. When companies produce such a commodity and they advertise, there is an automatic high response in consumption. Thus, showing the relationship between advertising and sales performance (Penchman, 1992) found out that advertising has a greater potential of building awareness of people hence obtaining a high preference in the market share because a big percentage of the population has one or more of the mass medium such as radios and television. This fact introduces the advertised company to many people. If the advertising is satisfying the customer it will lead to increase in volume of sales.

Pride F et al (1989) observes that advertising often stimulates demand thus stimulating sales. For advertising to have a direct relationship with sales revenue, the entire market mix must be viewed by the customer as the right one (Engel et al 1991, mc Cathy and perveault, 1988). Gordon (1993) states that companies advertise in order to compete in a new and aggressive way with in the marker, to increase their market share through increased customer, utilize the low cost way of teaching customers to create marketing approaches. David *et al* (1988) recognizes that many scholars have heard different views on the effect of advertising on sales performance .however most of them agree that effective advertising will eventually increase revenue. Jefikins (1990) has stated that in a competitive society there is not only competition between rival advertisers but choice between their rival products and services. Also people forget very easily and therefore the biggest advertiser in the world will get bankrupt very easily if he stopped advertising. Companies advertise to create familiarity with or of a product, which helps to create confidence in it. If a product is simply made available, it is important to inform people of its existence.

Chapter Three

Methodology

a) *Introduction*

This chapter presents the research design, research population, research instrument, and data gathering procedures, data analysis, ethical considerations and limitations of the study.

i. *Research Design*

This study employed a descriptive correlational and a cross sectional survey design. Therefore, the descriptive design enabled the researcher to determine the picture or document current conditions or attitudes to describe the effect of advertisement and sales performance of the selected companies in Mogadishu Somalia. It was descriptive correlation because the study intended to describe and establish the relationship between extent of advertising of and the sales performance of the companies. The use of cross-sectional design was justified because data was collected at once across the selected respondents.

b) *Study Area and Population*

The researcher targeted 160 employees of the selected companies. For reasons of accuracy and the reliability of the data provided, the researcher carefully selected directors, managerial staff, sales and marketing personal, and) customer relationship management from each company. This mathematically accumulated to 160 employees which was the target population of this study.

Table 3.1: Target Populations

No	Transfers	Directors	Managerial staff	Sales & marketing personal	CRM	Total
1.	DAHABSHIIL	2	10	10	10	32
2.	HORMUUD	2	10	10	10	32
3.	OLYMPIC	2	10	10	10	32
4.	SCOMPANY	2	10	10	10	32
5.	AMAANA	2	10	10	10	32
						160

c) *Sample Size*

The entire number of the target population of selected companies was 10 directors, 32 managerial staff, 32 sales and marketing personal and 32 customer relation management departments of each company. The researcher used Slovene's formula to determine the sample size, with maximum acceptable error of 5%. The sample size consisted of (114) respondents from the target population. The sample size was determined from the population of the study using Sloven's fomula which is stated as follows;

$n = \frac{N}{1+N(e^2)}$, Where; n = the required sample size; N = the known population size; and e = the level of significance, which is = 0.05.

d) *Sampling Procedures*

The data was collected from the employees of selected companies using purposive sampling to select the respondents based on their experience and knowledge in motivation. From the list of qualified respondents chosen based on the inclusion criteria and finally the selected respondents with the consideration to the computed minimum sample size.

e) Research Instrument

The researcher employed questionnaires as the main tools for data collection. This instrument was chosen by the researcher because it is the most effective data collection tool and perhaps less costly. Furthermore, the questionnaires helped the researcher to engage a large number of respondents within a short period of time. The questionnaire consisted of three sections; the first section helped the researcher to collect data on the demographic characteristics of respondents; the second section was used by the researcher to collect data on the independent variable (adversing) and this section was divided into three subsections, which included five questions on media advertising, five questions on celebrity advertising and five questions on billboard advertising. All questions in this section were Likert scaled using five points, where 1 = Strongly Disagree (SD), 2= Disagree (D), 3= Undecided (U), 4 = Agree (A) and 5 = Strongly Agree (SA); the last section involved questions on the dependent variable (sales performance) and was also broken into three subsections, with five questions on company productivity, five on effectiveness and five on company profitability. All questions in this section were also Likert scaled using five points, where 1 = Strongly Disagree (SD), 2= Disagree (D), 3= Undecided (U), 4 = Agree (A) and 5 = Strongly Agree (SA). The items which were used to formulate questions were derived from literature review sources and so the questionnaire was own made.

f) Validity and Reliability

To know the validity of the questionnaire, the questions were given to experts in contents subject of the study, subjects such as professors and lecturers to judge the relevancy of the questionnaires. Then a content validity index was computed using the formula of content validity index (CVI). And if the CVI was greater than or equal 0.75, then the questionnaire was declared valid.

$$\text{Content Validity Index (CVI)} = \frac{\text{No. of items declared valid}}{\text{Total No: of items.}}$$

Using test re-test method, the reliability and consistency of the instruments was tested. The questionnaire first was given to a few respondents and then after three weeks was given to the same people of respondents. Results of the two tests were compares using a t-test, which showed a high degree of reliability.

g) Data Gathering Procedures

i. *Before the Administration of the Questionnaires*

1. An introduction letter was obtained from the Graduate school and Research for the researcher to ask for approval to conduct the study from respective managers of humanitarian organizations.
2. When approved, the researcher secured a list of the qualified respondents from the humanitarian organizations directors and select through systematic random sampling from this list to arrive at the minimum sample size.
3. The respondents were explained about the study and were requested to sign the Informed Consent Form (Appendix 3).
4. Select research assistants who would assist in the data collection; brief and orient them in order to be consistent in administering the questionnaires.

ii. *During the Administration of the Questionnaires*

1. Sufficient questionnaires were distributed and the respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all are answered.

iii. *After the Administration of the Questionnaires*

After receiving the questionnaire back, the researcher encoded the data into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

h) Data Analysis

The data was analyzed using qualitative analysis and was presented using tables and charts computed using the Statistical Package for Social Science (SPSS) version 17. The researcher used descriptive data analysis techniques to summarize the data using frequency counts, means and standard deviations. The Pearson's Linear Correlation Coefficient and Multiple Linear Regression were used to test for the effect of advertising on sales performance.

i) Ethical Consideration

The researchers made sure that the views of respondents are unidentified in order to protect their confidentiality. In doing so, the researchers used code numbers on the questionnaire in order to provide secrecy of the respondents. The researcher mentioned all authors whose ideas were used in order not to steal someone's knowledge. The respondents were given freedom of weather to fill the questionnaire or not. The researcher treated all the respondents equally.

j) Limitations of the Study

Limitations the study may face include the following ones:

- The researcher face that some of the respondents will not answer the questionnaire properly or correctly because they think if they response fully they may under value their organization. This challenge will solve by making an interviews.

- Since top management and staff with busy schedules are part of the respondents, the researcher will not get as much time from them as anticipating. This challenge will solve by seeking appointments with them at their convenient places and time.

Chapter Four

Data Presentation, Analysis and Interpretation of Results 4.0

a) *Introduction*

In this chapter, the researcher presents, analyzes and interprets the results. It is divided into five sections. In the first section, the researcher presents, analyzes and interprets the results about the background information of respondents. In the second section, the researcher presents, analyzes and interprets the results about the independent (advertisement) and dependent (sales performance) variables. In the third section, the researcher presents, analyzes and interprets the results about the effect of media advertising on sales performance in some selected companies in Mogadishu-Somalia. In the fourth section, the researcher presents, analyzes and interprets the results on how celebrity advertising affect sales performance in some selected companies in Mogadishu-Somalia. In the fifth section, the researcher presents, analyzes and interprets the results on how billboard advertising affect sales performance in some selected companies in Mogadishu-Somalia.

b) *Background Information*

Respondents were asked about their age, gender, highest level of education and work experience. Findings are presented in tables 1 to 5 followed with an analysis and interpretation of the results.

Table 4.1: Gender of Respondents

Categories of gender	Frequency	Percent
Male	53	46.5
Female	61	53.5
Total	**114**	**100.0**

The findings in Table 4.1 show that most respondents (53.5%) were female compared to the male respondents (46.5%). This implies that there are more female staff members at companies studied compared to the male staff members. Table 4.2 shows distribution of respondents by age groups.

Table 4.2: Age of Respondents

Age groups	Frequency	Percent
Below 20 years	14	12.3
20 - 30 years	46	40.4
31- 40 years	30	26.3
41 - 50 years	17	14.9
More than 50 years	7	6.1
Total	**114**	**100.0**

The findings in Table 4.2 show that a large proportion of respondents (40.0%) were in the age range of 20-30 years compared to the respondents in the age range of 31-40 years (26.3%), 41-50 years (14.9%), those below 20 years (12.3) and those above 50 years (6.1%) respectively. This implies that there is large proportion of staff members at the studied companies who are in the age range of 20-30 years and that most staff there, are early adulthood age bracket. Table 4.3 shows how respondents were distributed by marital status.

Table 4.3: Marital Status of Respondents

Marital status	Frequency	Percent
Married	41	36.0
Unmarried	38	33.3
Widow/Widower	13	11.4
Divorced	22	19.3
Total	114	100.0

The findings in Table 4.3 showed that a large proportion of respondents (36.0%) were married (32%) followed by unmarried respondents (33.3%), divorced (19.3%) and those who were widowed (11.4) respectively. This implies that there is large proportion of staff members at the studied companies who are singles, with relatively few people who are currently married.

Table 4.4 shows how respondents were distributed by education level.

Table 4.4: Level of Education of Respondents

Highest Education Level	Frequency	Percent
Secondary	11	9.6
Diploma	20	17.5
Bachelor	38	33.3
Master	45	39.5
Total	114	100.0

The findings in Table 4.4 show that a large proportion of respondents (39.5%) had have a Masters degree as their highest level of education, followed by the respondents with a 1st degree level of education (33.3%), then those with a Diploma (17.5) and lastly those with a secondary level of education (9.6%). This implies that most staff members at the studied companies are well educated. Table 4.5 shows work experience of respondents.

Table 4.5: Work Experience of Respondents

Years worked	Frequency	Percent
½ year	12	10.5
1 year	27	23.7
3 years	28	24.6
4 years	20	17.5
More than 4 years	27	23.7
Total	114	100.0

The findings in Table 4.5 show that a large proportion of respondents (24.6%) had served at their current work station for a period of 3 years followed by those respondents who had served for a period of one year and more than 4 years, all at 23.7%, while those who had worked for less than one year (10.5%). This implies that there is large proportion of staff members with a work experience of 3 years and above (over 65%). This indicates that employees at these companies are relatively highly experienced.

c) *Description of the Independent and Dependent Variables*

i. *Description of the independent variable*

The independent variable in this study was advertising, which was broken into three elements, which include media advertising, celebrity advertising and billboard advertising. To investigate about the extent of advertising in some selected companies in Mogadishu-Somalia, 15 statement questions (five questions on each of the three elements) were presented to respondents who were the staff at selected companies in Mogadishu-Somalia.

These respondents were requested to respond to each statement using a five point Likert scale by indicating the extent to which they agree or disagree with each, where 1 = Strongly Disagree (SD), 2= Disagree (D), 3= Undecided (U), 4 = Agree (A) and 5 = Strongly Agree (SA). Their responses were analysed using descriptive statistics showing frequency counts, percentage distributions and means as indicate

Table 4.6: Descriptive Statistics on Extent of Advertising in Selected Companies in Mogadishu-Somalia

Questions on Advertising	SD	D	U	A	SA	Total	Mean
Media Advertising							
Most media used to advertise products of this company are accessible by the target market		44 (38.6) 63 (55.3)	2 (1.8)	2 (1.8)	3 (2.6)	114 (100)	4.00
This company frequently use television ads		39 (34.2) 47 (41.2)	11(9.6)	15 (13.2)	2 (1.8)	114 (100)	3.60
This company frequently use newspapers, magazines & posters as forms of advertising			24 (21.1) 41 (36.0) 22 (19.3) 22 (19.3)		5 (4.4)	114 (100)	3.27
This company frequently uses outdoor form of advertising.			15 (13.2) 30 (26.3) 22 (19.3) 33 (28.9) 14 (12.3)			114 (100)	3.05

	SD	D	U	A	SA	Total	Mean
This company frequently uses radio stations to advertise its products.		40 (35.1) 26 (22.8)	8 (7.0)		17 (14.9) 23 (20.2)	114 (100) 3.31	
Average Mean 3.61							
Celebrity Advertising	SD	D	U	A	SA	Total	Mean
Your company always agrees with celebrities to promote its products.	49 (43.0)	39 (34.2)	10 (8.8)	10 (8.8)	6 (5.3)	114 (100)	4.01
Your company products are promoted by an experienced and trustworthy celebrity.	35 (30.7)	55 (48.2)	16 (14.0)	6 (5.3)	2(1.8)	114 (100)	4.01
You have an attractive, familiar & highly liked celebrity to promote your company products	26 (22.8)	43 (37.7)		12 (10.5) 27 (23.7)	6(5.3)	114 (100)	3.49
Your company products are promoted by a relevant and highly respected celebrity.	22 (19.3)	50 (43.9)	26 (22.8)	12(10.5)	4 (3.5)	114 (100)	3.65
Your products are currently promoted by a celebrity who has experience, expertise and whose services are related to your products	12(10 .5)	13(11.4)	55(48.2)	18(15.8)	16(14.0)	114 (100)	2.89
Average Mean 3.61							
Billboard Advertising	SD	D	U	A	SA	Total	Mean
Your company is currently advertising on billboards	39 (34.2)	49 (43.0)	17(14.9)	5(4.4)	4 (3.5)	114(100)	4.25
Your company products are currently advertised on billboards placed in busy towns	33 (28.9)	37(32.5)		16 (14.0) 21(18.4)	7 (6.1)	114(100)	3.93
Your company has billboards on tall buildings	17(14 .9)	42 (36.8)		19 (16.7) 27(23.7)	9 (7.9)	114(100)	3.50
Your company billboards are attractive and easy to read in a short time.	29 (25.4)	21(18.4)		15 (13.2) 25 (21.9) 24 (21.1)		114 (100) 2.99	
Your company uses printed, mobile and digital billboards	19 (16.7)	53 (46.5)	5 (4.4)	18 (15.8)	19 (16.7)	114 (100)	3.38
Average Mean							3.45

The findings in Table 4.6 indicate that regarding media advertising, accessibility of the advertising media was rated best (mean=4.00) and this is confirmed by most respondents (55.3% and 38.6%) who respectively agreed and strongly agreed with the statement that most media used to advertise products of the company are accessible by the target market. This implies that over 93% of the respondents confirmed that their companies use accessible media of advertising. The most common of these advertising media according to the findings is television with a mean of 3.60 and with over 75% confirming to the statement that their company frequently uses television advertisements. This was followed by the use of radios (mean=3.31), print media (mean=3.27), while the use of outdoor advertising lagged behind, with a mean of 3.05.

Concerning celebrity advertising, the findings indicated that the companies involved in the study usually use this form of advertising. Majority of the respondents agreed to the statement that their companies usually agree with celebrities to promote their products, with a mean of 4.01 and confirmed by 77% of the respondents. The findings also revealed that over 78% of the respondents confirmed to the statement that their company products are promoted by an experienced and trustworthy celebrity (mean=4.01), which implies effectiveness, since a trusted celebrity has a higher capacity to convince more customers. Most respondents (63%) also confirmed the statement that their company products are promoted by a relevant and highly respected celebrity (mean=3.65). This is an indication that most of the companies surveyed take time to screen the quality of the celebrities they use in promoting their products. This is further confirmed by the finding that the celebrities used are not only relevant, but they are also attractive, familiar and highly liked in public. This attracted satisfaction of over 60.5% of the respondents, who strongly agreed and agreed with the statement, with a statement mean score of 3.49. It is however indicated that experience, expertise and services of a celebrity being related to company products is not much a concern to most companies, as the statement recorded a lower score of agreement (mean=2.89), where majority (about 64%) disagreed with the statement and only 21% agreed with it. On the overall however, celebrity form of advertising was found to be popular among the companies studied, with the overall mean of 3.61.

Finally, concerning the use of billboards as a form of advertising, it was found to be less popular as compared to the above two forms, although it also fairly scored. For example, over 77% of the respondents confirmed to the statement that their company was currently advertising on billboards (mean=4.25), an indication that the use of billboards to advertise goods was not neglected by the surveyed companies. Another indicator that companies were currently using billboards to advertise goods was that most respondents (61%) agreed on the question that company products are currently advertised on billboards placed in busy towns (mean= 3.93) and another one on whether their company has billboards on tall buildings (mean= 3.50) to which over 51% confirmed. The overall mean of 3.45 showed that on average, the use of billboards to advertise goods was found to be fair among these companies.

ii. *Description of the Dependent Variable*

The dependent variable in this study was sales performance, which was broken into three elements, which include productivity, effectiveness and profitability. To investigate about the level of sales performance in some selected companies in Mogadishu-Somalia, 15 questions in form of statements (five questions on each of the three elements) were asked to respondents who were the staff in the selected companies in Mogadishu-Somalia. These respondents were requested to respond to each statement using a five point Likert scale by indicating the extent to which they agree or disagree with each, where 1 = Strongly Disagree (SD), 2= Disagree (D), 3= Undecided (U), 4 = Agree (A) and 5 = Strongly Agree (SA). Their responses were analysed using descriptive statistics showing frequency counts, percentage distributions and means as indicated in table 4.

Table 4.7: Descriptive Statistics on Level of Sales Performance in Selected Companies in Mogadishu-Somalia

Questions on advertising	SD	D	U	A	SA	Total	Mean
Productivity							
This company offers a variety of products to customers	3 (2.6)	6 (5.3)	6 (5.3)		51(44.7) 48 (42.1)	114 (100)	4.18
In this company all sales staff worker as a team	2 (1.8)		23 (20.2) 11(9.6) 54 (47.4) 24 (21.1)			114 (100)	3.66
The total monthly amount of output sold to the market are as expected	5 (4.4)		22 (19.3) 14 (12.3) 25 (21.9) 48 (42.1)			114 (100)	3.78
Of recent, there is an increase in the sales of this company	8 (7.0)		29 (25.4) 23 (20.2) 39(34.2) 14 (12.3)			1114 (100)	3.46
This company controls a significant share of the market	7(6.1)	9 (7.9)		10 (8.8) 33 (28.9) 55 (48.2)		1114 (100)	4.05
Average mean							3.83
Effectiveness							
The quality of goods sold by this company meets expectations of the customers	9 (7.9)		18 (15.8) 15 (13.2) 37(32.5) 35 (30.7)			114 (100)	3.62
There is increased speed in the serving of customers		10 (8.8) 24(21.1) 10 (8.8) 31(27.2)				114 (100)	3.57

		39 (34.2)					
There is flexibility of the customer terms of sale offered by this company	9 (7.9)	18 (15.8)	9 (7.9)		48 (42.1) 30 (26.3)	114 (100)	3.63

Questions on Advertising	SD	D	U	A	SA	Total	Mean
Productivity							
This company offers a variety of products to customers	3(2.6)	6(5.3)	6 (5.3)		51(44.7) 48 (42.1)	114 (100)	4.18
In this company all sales staff worker as a team	2(1.8)		23 (20.2) 11(9.6) 54 (47.4) 24 (21.1)			114 (100)	3.66
The total monthly amount of output sold to the market are as expected	5(4.4)		22 (19.3) 14(12.3) 25 (21.9) 48 (42.1)			114 (100)	3.78
The goods sold make customers happier and meet customer preferences	8(7.0)		17 (14.9) 20 (17.5) 44 (38.6) 25 (21.9)			114 (100)	3.54
This company sales enough goods and satisfy demands of its customers better than competitors			14 (12.3) 17(14.9) 11(9.6) 37(32.5) 35 (30.7)			114 (100)	3.54
Average mean							3.58
Profitability							
The profits of this company are generally high and will continue to increase	1 (.9)	11(9.6)	7(6.1)		39(34.2) 56(49.1)	114(100)	4.21
The level of profits in this company meet the expectations of its owners	8(7.0)		37(32.5) 18(15.8) 34(29.8) 17(14.9)			114 (100)	3.13
The profit realized by this company are higher than the competitors			28 (24.6) 15 (13.2) 15 (13.2) 44 (38.6) 12 (10.5)			114 (100)	2.97

Questions on Advertising	SD	D	U	A	SA	Total	Mean
Productivity							
This company offers a variety of products to customers	3(2.6)	6(5.3)	6(5.3)		51(44.7) 48(42.1)	114 (100)	4.18
In this company all sales staff worker as a team	2(1.8)		23(20.2) 11(9.6) 54(47.4) 24(21.1)			114 (100)	3.66
The total monthly amount of output sold to the market are as expected	5(4.4)		22(19.3) 14(12.3) 25(21.9) 48(42.1)			114 (100)	3.78
The rate of increase in revenue reaches the expected levels	4(3.5)		28(24.6) 14(12.3) 47(41.2) 21(18.4)			114 (100)	3.46

The findings in Table 4.7 indicate that sales performance in terms of productivity was rated highest among the three indicators, with an average mean of 3.83. This was followed by effectiveness with an average mean of 3.58, while profitability lagged behind with an average mean of 3.38.

Regarding productivity, company performance rated highest on offering a variety of products to customers, with a mean of 4.18 and an overwhelming majority of the respondents (over 86%) agreeing to the statement that the company offers a variety of products to customers. On the statement that all sales staff worker as a team, over 68% agreed, giving a mean score of 3.66, an indication that there is productivity if the staff are serving as a team. Another question was on whether the total monthly amount of output sold to the market are as expected, to which majority of the respondents (64%) confirmed, with a mean response of 3.78. The company's market share was rated second highest with a mean of 4.05, with majority of the respondents (77%) confirming it.

As regards effectiveness of the company, respondents rated their companies most effective on flexibility of the customer terms of sale offered by their companies (mean=3.63) and this was confirmed by a big majority of the respondents (over 68%) who agreed to the statement in the questionnaire. This was followed by the quality of goods sold meeting expectations of the customers (mean=3.62) and with over 63% of the respondents who agreed to the statement. The findings also reveled that over 61% of the respondents confirmed the statement that there was increased speed in the serving of customers (mean=3.57), an indication that the organisations surveyed were perceived to be relatively performing well in terms of effectiveness. On whether the goods sold make customers happier and meet customer preferences (mean=3.54), majority of the respondents (over 60%) affirmed the statement and on whether the company sales enough goods and satisfy demands of its customers better than competitors (mean = 3.54), still majority of the respondents (over 63%) affirmed the statement, something that shows that the companies were rated to be performing well and this is indicated by the average mean score of 3.58.

Finally, concerning profitability, the companies were rated as fairly profitable (average mean=3.38), although majority of the respondents (83%) showed that the profits of this company are generally high and will continue to increase (mean=4.21). However on whether the level of profits in this company meet the expectations of its owners (mean=3.13), most respondents (over 44%) agreed, although qiet a big number (almost 40%) disagreed. This implies that the expectations of owners in terms of profitability were hardly met by the surveyed companies. It also implied that the sales made by these companies were not enough to realize the profits to the expectations of the owners or that the sales are made at lower prices, all of which reduce the effectiveness of a company. On whether the profit realized by this company are higher than the competitors (mean=2.97) less than half of the respondents (49%) agreed, meaning that more than half (51%) did not agree with this statement, so they were not sure of the same. Finally, the consistency of the company profitability was also rated low with a mean of 3.11 and only 49% agreeing to the statement, while 40% disagreed.

d) Relationship between Media Advertising and Sales Performance in Some Selected Companies in Mogadishu-Somalia

This study's first objective was to investigate the relationship between media advertising and sales performance in some selected companies in Mogadishu-Somalia. This objective was achieved by collecting data on media advertising and sales performance from the selected companies in Mogadishu-Somalia. Results from these two (media advertising and sales performance) have already been presented in Tables 4.6 and 4.7 respectively. In order to find out whether there is a relationship between the two (media advertising and sales performance), the researcher correlated the results in Table 4.6 (media advertising) with those in Table 4.7 (sales performance) using Pearson's Linear Correlation Coefficient and these results are shown in Table 4.8.

Table 4.8: Pearson's Correlations for the Relationship between Media Advertising and Sales Performance from the Selected Companies in Mogadishu-Somalia

Variables Correlated	r-value	Sig.	Interpretation	Decision on H0
Media Ad Vs Productivity	0.277^{**}	.003	Significant correlation	Rejected
Media Ad Vs Effectiveness	0.214^{**}	.022	Significant correlation	Rejected
Media Ad Vs Profitability	0.108	0.254	Insignificant correlation	Accepted
Media Ad Vs Overall Sales Performance	0.340^{**}	0.000	Significant correlation	Rejected

Looking at the results in Table 4.8, we derive three important findings; one is that there is a positive relationship between media advertising and all the three elements of sales performance, as indicated by the positive r-values (Pearson coefficients) corresponding with all the three. This first finding implies that media advertising has a positive relationship with sales performance of the selected companies in Mogadishu Somalia.

The second finding from the results of Table 4.8 is that there is a strong relationship between media advertising and two out of the three elements of sales performance. That is, media advertising has a positive strong correlation with company productivity (sig.=0.003) and company effectiveness (sig. =0.022). This is indicated by the fact that the corresponding significance values are less than 0.05. This implies that improving or increasing media advertisements may significantly increase company productivity and effectiveness. Another finding related to this is that there is a weak relationship between media advertising and the third element of sales performance, which is company profitability. That is, media advertising has a positive weak correlation with company profitability. This is indicated by the fact that the corresponding significance value (sig.=0.254) is greater than 0.05. This implies that improving or increasing media advertisements may not significantly increase company profitability.

Lastly, the third major finding in Table 4.8 is that there is a positive significant relationship between media advertising and overall sales performance of the selected companies in Mogadishu Somalia. This is indicated by the fact that the r-value (r=0.340) is positive and the sig. value (0.000) attached to these results is less than 0.05. This implies that the relationship between media advertising and overall sales performance of the selected companies in Mogadishu Somalia is statistically significant at 0.05 level. This means that the first study null hypothesis is rejected and a conclusion is taken in favour of the alternative hypothesis.

e) Relationship between Celebrity Advertising and Sales Performance in some Selected Companies in Mogadishu-Somalia

The second objective of this study was to establish the relationship between celebrity advertising and sales performance in some selected companies in Mogadishu-Somalia. This objective was achieved by collecting data on celebrity advertising and sales performance from the selected companies in Mogadishu-Somalia. Results from these two (celebrity advertising and sales performance) have already been presented in Tables 4.6 and 4.7 respectively. The researcher tested a null hypothesis that; there is no significant relationship between celebrity advertising and sales performance in the selected companies in Mogadishu-Somalia. In order to test this null hypothesis, the researcher correlated the results in Table 4.6 (celebrity advertising) with those in Table 4.7 (sales performance) using Pearson's Linear Correlation Coefficient and these results are shown in Table 4.9.

Table 4.9: Pearson's Correlations for the Relationship between Celebrity Advertising and Sales Performance from the Selected Companies in Mogadishu-Somalia

Variables Correlated	r-value	Sig.	Interpretation	Decision on H0
Celebrity Advertising Vs Productivity 0.489	**	0.000	Significant Correlation	Rejected
Celebrity Advertising Vs Effectiveness	0.347**	0.000	Significant Correlation	Rejected
Celebrity Advertising Vs Profitability	0.040	0.671	Insignificant Correlation	Accepted
Celebrity Advertising Vs Overall Sales Performance	0.517**	0.000	Significant Correlation	Rejected

The results in Table 4.9, show three important findings; one is that there is a positive relationship between celebrity advertising and all the three elements of sales performance, as indicated by the positive r-values (Pearson coefficients) corresponding with all the three. This first finding implies that celebrity advertising is positively correlated with sales performance of the selected companies in Mogadishu Somalia.

Another finding from the results of Table 4.9 is that there is a strong relationship between celebrity advertising and two of the three elements of sales performance. That is, celebrity advertising has a positive strong correlation with company productivity (sig.=0.000) and company effectiveness (sig. =0.000). This is indicated by the fact that the corresponding significance values are less than 0.05, which is the most common level of significance used in social science researches. This implies that improving or increasing celebrity advertisements may significantly increase company productivity and effectiveness. Similarly, the finding related that there is a weak positive relationship between celebrity advertising and company profitability. This is indicated by the fact that the corresponding significance value (sig.=0.671) is greater than 0.05. This implies that improving or increasing celebrity advertisements may not significantly increase company profitability.

Finally, the last finding from Table 4.9 is that there is a positive significant relationship between celebrity advertising and overall sales performance of the selected companies in Mogadishu Somalia. This is indicated by the fact that the r-value (r=0.517) is positive and its corresponding sig. value (0.000) is far less than 0.05. This implies that the relationship between celebrity advertising and overall sales performance of the selected companies in Mogadishu Somalia is statistically significant at 0.05 level. This means that the second null hypothesis was rejected and a conclusion is taken that increasing celebrity advertisements is likely to increase a company's sales performance and vice versa.

f) Relationship between Billboard Advertising and Sales Performance in some Selected companies in Mogadishu-Somalia

The last objective in this study was to establish the relationship between billboard advertising and sales performance in selected companies in Mogadishu-Somalia. To achieve this objective, the researcher collected data on billboard advertising and sales performance from the selected companies in Mogadishu-Somalia. Results from these two (billboard advertising and sales performance) have already been presented in Tables 4.6 and 4.7 respectively. The researcher tested a null hypothesis that; the two variables (billboard advertising and sales performance) are not significantly correlated. To test this null hypothesis, the mean scores from the two variables (billboard advertising; Table 4.6 and sales performance Table 4.7) were correlated using Pearson's Linear Correlation Coefficient results of which are shown in Table 4.1

Table 4.10: Pearson's Correlations for the Relationship between Billboard Advertising and Sales Performance from the Selected Companies in Mogadishu-Somalia

Variables Correlated	r-value	Sig.	Interpretation	Decision on H0
Billboard Advertising Vs Productivity	0.059	0.534	Significant correlation	Rejected
Billboard Advertising Vs Effectiveness	0.367^{**}	0.000	Significant correlation	Rejected
Billboard Advertising Vs Profitability	-0.009	0.928	Insignificant correlation	Accepted
Billboard Advertising Vs Overall Sales Performance	0.208^{*}	0.026	Significant correlation	Rejected

The findings in Table 4.10, present three important findings; the first one is that billboard advertising is positively correlated only two out of the three elements of sales performance, which are company productivity (r=0.059) and company effectiveness (r=0.367). This positive correlation is indicated by positive r-values (Pearson coefficients) corresponding with the two stated elements. However, billboard advertising is negatively correlated with one element of sales performance and that is company profitability (r = -0.009). This first finding implies that while billboard advertising is likely to positively affect company productivity and effectiveness, it is likely to negatively affect company profitability in Mogadishu Somalia.

Another finding from the results of Table 4.10 is that billboard advertising has a strong relationship with only one element of sales performance and that is company effectiveness. This implies that billboard advertising has a positive strong correlation with company effectiveness (sig.=0.000) while it has a positive weak correlation with company productivity (sig. =0.534) and a negative weak correlation with company profitability (sig. = 0.928). The implication for this particular finding is that improving or increasing billboard advertisements may significantly help to increase company effectiveness only but not company productivity. Similarly, the finding suggests that there is a weak negative relationship between billboard advertising and company profitability. This is implies that increasing billboard advertising may decrease company profitability, although the effect is not serious.

Finally, the findings from Table 4.10 suggest that there is a positive significant relationship between billboard advertising and overall sales performance of the selected companies in Mogadishu Somalia. This is indicated by the fact that the r-value (r=0.208) is positive and its corresponding sig. value (0.026) is less than 0.05. This implies that the relationship between billboard advertising and overall sales performance of the selected companies in Mogadishu Somalia is positive and statistically significant at 0.05 level. This made the researcher to reject last null hypothesis and make a conclusion that increasing billboard advertisements may increase a company's overall sales performance and vice versa.

Whereas the Pearson's correlation coefficient results have indicated positive and negative correlations as well as strong and weak relationships between the various elements of advertising and those of sales performance, such analysis did not indicate which of the three forms of advertising is likely to affect a company's level of sales more than the other. To solve this, multiple Linear Regression Analysis was run, results of which are presented in table 4.11;

Table 4.11: Regression Analysis between the Advertising and Sales Performance

Variables regressed	Adjusted r^2	F-value	Sig.	Interpretation	Decision on Ho
Advertising VS Sales performance	.325	19.105	.000	Significant effect	Rejected
Coefficients	Beta	t-value	Sig		
(Constant)	1.706	6.345	.000	Significant effect	Rejected
Media Advertising	.229	2.857	.005	Significant effect	Rejected
Celebrity Advertising	.464	5.887	.000	Significant effect	Rejected
Billboard Advertising	.120	1.511	.134	Insignificant effect	Accepted

Regression analysis results in table 4.11 revealed that advertising taken together accounted for 32.5% towards variations in sales performance and this is indicated by adjusted r squared of 0.325. Looking at the F-value (19.105) and its corresponding sig. value (0.000), the stated general null hypothesis is rejected leading to a conclusion that advertising significantly affect sales performance. The coefficients section, it is revealed that of all forms of advertising, celebrity advertising accounted for the biggest influence on sales performance of selected companies in Somalia (β=0.464, Sig=0. 000), followed by media advertising (β=0.229, Sig=0. 005), while billboard advertising (β=0.120, Sig=0. 134) had an insignificant effect on company sales performance.

Chapter Five

Discussions, Conlusions and Recommendations

a) Introduction

This chapter focuses on the discussion of findings, conclusions and recommendations based on the conclusions of this study. The suggested areas that need further research are also included here.

b) Discussion of Findings

This study was set to find out the relationship between advertising and sales performance in selected companies of Mogadishu Somalia. Three specific objectives guided this study and these were i) establishing the effect of type of media advertising on sales performance; ii) to find out the effect of celebrity advertising on sales performance and (iii) the effect of billboard advertising on sales performance. The findings are discussed below following the three study objectives;

i. *Relationship between Media Advertising and Sales Performance*

The findings of this study revealed that media and celebrity advertising were popularly used among the selected companies (average mean=3.61) while billboard advertising was the least used (average mean=3.45). It is common that small companies use media advertising mainly such as radios, news papers, magazines and some other less costly outdoor advertising media. These forms of advertising are easy and cheaper compared to others. In addition, they are quickly reached by many people. However, some advertising media like television and news papers are sometime expensive, although this depends on the type and length of the advert. For example, if a television advert involves pictures and narration of stories, it may be a little bit expensive and not easy affordable. But if it is in form of a running written message on the television screen, it may be less costly. Likewise, newspapers adverts may be more expensive if they are to cover full page, half a page or quarter a page. But if the size is lower than quarter a page, it may be quiet affordable for many companies to put their adverts and indeed many advertise in news papers and so the findings in this study may not be surprising. For example, Banyte *et al.* (2011) indicated that the use of celebrity advertising is a popular practice in many business environments, a similar case that was found in this study. The findings of this study revealed a significant relationship between media advertising and overall sales performance of a company. These findings are line with Siong (2010) who also found that media adverting significantly improved firms' performance in Malaysian consumer products sector. Siong

(2010) indicates that media advertising plays an important role in marketing communications and it is an effective way of promoting a product. In the real business life, consumers are bombarded with arrays of media such as television, newspapers, magazines, radio, internet, direct mail and other mass media, simply because marketing managers or firm managers believe that advertising improves a company's performance in many aspects, such as increasing a company's market share, increasing sales, increasing profits, building a reputable brand and so on (Clow & Baack, 2006). Clow & Baack (2006) add that for a company to register all these forms of successes, its marketing objectives have to be clear and therefore, its marketing message has to be convincing. Hackley (2005) also found a significant relationship between media advertising and sales performance, adding that media advertising helps to build presence for a well known brand around the world. The findings of ZenithOptimedia (2009) had however indicated that of all the advertising media, internet has the biggest advantage in making substantial increases in company sales and marketshare. This study however did not show the extent of internet as a media of advertising by the companies under study. The findings of this study further agree with those of the World Association on Newspaper (2008) which showed that the use of media advertising (especially newspapers, radio, magazines and television) is the most common among Malaysian firms.

ii. *Relationship between Celebrity Advertising and Sales performance*

The findings of this study revealed that celebrity advertising was generally common among the companies in Mogadishu Somalia, with an overall mean score of 3.61. It was revealed that most of the companies had an agreement with a celebrity to promote their products and that for most of the companies, there was a trusted and experienced celebrity currently promoting their products. The study found a significant relationship between celebrity endorsement and overall sales performance of the companies under study (r=0.517, sig. = 0.000). The findings are in line with those of Banytė et al. (2011) who found out that celebrity endorsement is a common advertising technique worldwide. As found out in this study, Banytė et al. (2011) point out that selecting a trusted and an experienced celebrity is a big factor in making this form of advertising a success. They indicated that it is possible for this kind of advertising to have a negative impact on company sales, if there is no much care taken to select the right celebrity. This study found out that most of the companies under study were using proper channels and approaches to utilize this kind of advertising. Banytė et al. (2011) concluded in their three phase conceptual modulation that, to effectively and successfully apply celebrity advertising, a company should investigate properly the appropriateness of a celebrity endorser from the consumers' point of view.

Tandon & Mehrotra (2005) presented findings in opposite to the findings of the current study, when they found negative relationship between celebrity endorsement and financial performance of firms. They however explained that the reasons for the negative effect was due to the high demand for famous entertainment and sports celebrities for advertising and yet these individuals are sometimes very expensive to use as endorsers. That is why celebrities have to be used with much care, if the company is to gain positive results from their services. As Tandon & Mehrotra (2005) indicate, it is important for a company to consider if the celebrity endorser is worth the company financial investment, otherwise, it will have a negative effect on its sales. Katyal (2009) also indicated negative results with celebrity advertising, which he attributed to poor processes in selection of a celebrity endorser.

Other researchers researchers like Silvera & Austad (2004), had similar findings and conclusions, that the popularity of this kind of advertisement is determined by the opinion, that celebrity endorsement can result in more favourable advertisement ratings and product choices and sales. Dean & Biswas (2001) also indicated that celebrity endorsement can have a substantial positive impact on financial returns for the companies that use them. All these imply that, while this study found a significant positive relationship between celebrity endorsement and sales performance, the results can be otherwise and negative if the factors in selecting a celebrity with good attributes are not put into consideration.

iii. *Relationship between Billboard Advertising and Sales Performance*

The findings of this study revealed that billboard advertising was fairly used among the selected companies in Mogadishu Somalia, with an overall mean score of 3.45. Over 77% of the companies were currently using billboards to promote their products and that for most of the companies, there was a raised billboard in a busy town (for over 60% of the companies). The study found a significant relationship between billboard advertising and overall sales performance of the companies under study (r=0.208, sig. = 0.026). However the correlation was weaker compared to the other two forms of advertising. It was indicated that billboard advertising was negatively correlated with profitability and only significantly correlated with company effectiveness. Regression results indicated that billboard advertising had no significant effect on sales performance.

These results indicated that, while companies tried to advertise using billboard, their sales were less increased as compare to when they used other forms of advertising. This prompt someone to say that billboard advertising is less important. However, according to Shefali (2010) billboard advertising is important because people spend more time out of home than in-home, because of mainly two key factors: increasing mobility of consumers as they spend more time on the road while commuting to and from places of work and relaxation, in spite of the increasing cost of fuel and increasing number of working individuals per family, itself influenced by an increasing cost of living and lifestyle.

Furthermore, Shefali (2010) indicates that consumers are increasingly exerting control of their purchase and consumption habits, demanding the advertisement content that they want to see when they want to see it. It has been argued that the increasing clutter of home-based advertising from a number of TV and radio channels, and a widening option of print media from magazines to newspapers, has made it difficult to make purchase decisions at home (Farbry *et al,* 2001). As a result, most consumers are now making such decisions out-of-home, at that moment in time immediately before the point of purchase. This calls for more outdoor adverts such as billboards.

The findings are in line with those of Iyer *et al*. (2005) who found out that billboard advertisements are a common advertising technique worldwide. Bbosa (2011) also found that billboard adverts are common among Ugandan business enterprises. Pride (2005) observed that billboard advertising often stimulates revenue. For billboard advertising to have a direct relationship with the sales performance, the entire marketing mix must be viewed by the consumer as the right one. This study found that some elements of billboard advertising are not handled well and this may explain the weak relationship between billboard advertising and sales performance, found out in this study.

The findings of this study deviated from many previous studies, such as those of Tsao & Sibling (2004), who found out that customers have more positive attitudes towards billboards adverts, direct mail, TV and radio. This finding could be explained by the fact that billboard advertising has similar functionalities in terms of entertainment value and as an information source. Billboard adverts also offer rich visual or auditory cues similar to the TV and internet. Tsao & Sibling (2004) also found a positive linked between billboards and online advertising that could be explained by the fact that billboards may be perceived similar to banner ads (Russell & Lane, 2002).

c) Conclusions

From the findings of the study, the researcher generated the following conclusions based on the objectives of the study;

i. *Relationship between Media Advertising and Sales Performance*

It was concluded that different companies use different media of advertising. The selection of advertising depends on different factors considered by the different companies and the costs as well as the extent to which the selected medium can be able to reach the targeted audience. The effectiveness of advertising depends on how it has been planned by the company and the quality or organisation of the message in it. Most of the companies investigated upon rated fairly on advertising effectiveness. It was therefore concluded based on the findings of the current study as well as findings of previous researchers that media advertising will always positively affect the sales of a company. However this is on the condition that its management is good and it has been planned well, not just to invest money in it without proper analysis. There is a possibility that media advertising may affect a company negatively if its message is not designed and worded very well.

ii. *Relationship between Celebrity Advertising and Sales Performance*

Companies in Mogadishu commonly use celebrity advertising as a way of promoting their goods. There are however fewer culturally based celebrity endorsers in Somalia. The use of foreign endorsers is common and this in one way or another affect their effectiveness. Companies in Mogadishu mind less on the experience, expertise and the relationship between the services of the celebrity endorser and the company products which they are promoting, meaning that there is an important factor in selecting a celebrity which is not given much attention by the companies in Mogadishu.

We also conclude that celebrity endorsement, if handled properly can significantly increase company sales. This conclusion is however on condition that the selection of a celebrity is done carefully with all important factors considered. Such factors include, the experience of a celebrity, trustworthiness of a celebrity, attractiveness of a celebrity and the popularity and reputation of that celebrity, otherwise if a celebrity is not liked by the community, his/her adverts may have a negative impact on the volume of company sales.

iii. *Relationship between Billboard Advertising and Sales Performance*

Companies in Mogadishu fairly use billboards to advertise their goods. There are many companies with raised billboards in busy towns. Few companies have yet adopted billboards on tall buildings. The attractiveness of billboards in Mogadishu is generally poor and readability is not good. The use of printed mobile and digital billboards is slowly growing in Mogadishu. There is generally a weak correlation between billboard advertising and sales performance and there is evidence that indicates that billboard advertising does not significantly increase company sales. The researcher however has a belief that if the quality of billboards is improved, their impact on company sales may positively change.

d) Recommendations

From the findings of this study, the researcher recommends that if the companies in Mogadishu are to successfully increase their sales volume, the following should be done;

1. Companies should try to offer a variety of products to customers and increase on training of their sales staff. This means that the management of these companies should always be in market to see what others are doing and what the customers want. After establishing needs, they should train their sales staff on how to address these needs and how to convince customers.
2. Companies should also ensure that their quality meets the expectations of their customers. This also means that management should always conduct customer satisfaction surveys so that they get the quality issues and address them accordingly. They need to increase speed in serving customers and make their terms of sale flexible.
3. Companies in Mogadishu or their management should ensure that they increase on the use of outdoor advertising media such as posters, billboards and so on. This is in line with the current nature of customers, who are always out on the move to or from their jobs, making in-house adverts less effective in delivering the required information the intended customers.
4. Also companies in Mogadishu need to put up clear processes and procedures for selection of celebrity endorsers, if they are to remain effective in their advertising campaigns. They need to do this by putting into consideration the following factors while selecting a celebrity endorser; the experience and trustworthiness of a celebrity; the attractiveness of a celebrity; the familiarity of a celebrity; the popularity and extent to which he/she is liked by the people in the community; relevancy of a celebrity and the respect people give him/her and the experience of the celebrity in that product a company is promoting.
5. Finally, regarding billboards, companies in Mogadishu Somalia or their management have got to be a bit careful with their billboards expenditure; making sure that their expenditure is worth of it. This can be done by improving the quality of their billboard adverts. They should make sure that apart from placing their billboards in busy towns, the message on them should be not only clear and easy to read, but readable in a short time.

e) Recommendations for Further Research

Further researches in the field of advertising and sales performance in Mogadishu Somalia, need to be done in the following areas;

1. The effectiveness of the various advertising media
2. Company expenditures on the various advertising media and the extent to which they affect the sales volume
3. Advertising expenditure and company profitability in Mogadishu
4. Advertising expenditure and company reputation in Mogadishu
5. Comparative analysis of the advertising expenditure on the various advertising media and their effect on company performance variables.

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Appendices

Appendix 1

a) Questionnaire

I am ABDIHAKIN ABDULLAHI JAMA a student at Kampala International University studying Master of Business Administration in Marketing; I am carrying out research on the contribution of advertising on sales performance of some selected companies in Mogadishu Somalia.

This study is purely academic, and you have been selected to provide reliable. I kindly request you to answer the flowing questions honestly.

Part I

Circle the Appropriate Response

1. Gender Male

Female	☐
Age <20	☐
21-30	☐

31-40
41-50
>51

2. Marital status

Married
Unmarried
Widow/widower
Divorced

3. What qualifications have you attained?

Secondary
Diploma
Bachelor
Master
Other specify ....

4. Experience 6 months

1years
2 years
3 years
4 years and above
60

Part II

Each question or statement has five possible responses which are as follows:

1. = Strongly Agree (SA)
2. = Agree (A)
3. = Undecided (UD)
4. = Disagree (DA)
5. = Strongly Disagree (SD)

You are requested to please put a tick mark (√) under the appropriate column.

STATEMENT					
MEDIA ADVERTISING	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Most media used to advertise products of this company are accessible by the target market					
This company frequently use television ads					
This company frequently use newspapers, magazines & posters as forms of advertising					
This company frequently uses outdoor form of advertising.					
This company frequently uses radio stations to advertise its products.					

CELEBRITY ADVERTISING					
Your company always agrees with celebrities to promote its products.					
Your company products are promoted by an experienced and trustworthy celebrity.					
You have an attractive, familiar & highly liked celebrity to promote your company products					
Your company products are promoted by a relevant and highly respected celebrity.					
Your products are currently promoted by a celebrity who has experience, expertise and whose services are related to your products					

BILLBOARD ADVERTISING					
Your company is currently advertising on billboards					
Your company products are currently advertised on billboards placed in busy towns					
Your company has billboards on tall buildings					
Your company billboards are attractive and easy to read in a short time.					
Your company uses printed, mobile and digital billboards					

PRODUCTIVITY					
This company offers a variety of products to customers					
In this company all sales staff worker as a team					
The total monthly amount of output sold to the market are as expected					
Of recent, there is an increase in the sales of this company					
This company controls a significant share of the market					

EFFECTIVENESS					
The quality of goods sold by this company meets expectations of the customers					
There is increased speed in the serving of customers					
There is flexibility of the customer terms of sale offered by this company					
The goods sold make customers happier and meet customer preferences					
This company sales enough goods and satisfy demands of its customers better than competitors					

PROFITABILITY					
The profits of this company are generally high and will continue to increase					
The level of profits in this company meet the expectations of its owners					
The profit realized by this company are higher than the competitors					
The rate of increase in revenue reaches the expected levels					
The profitability of this company is consistent					

Appendix II

a) *Informed Consent*

I am giving my consent to be part of the research study of *Abdhakin Abdullahi Jama* that will focus on *Advertising and Sales Performance Selected Companies* in Mogadishu, Somalia. I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: ________________

Date: _________________

Sign: _________________

Appendix III

a) *Transmitional Letter*

Dear Sir/Madam,

I am a candidate for Master of Business Administration Management at Kampala International University and currently pursuing a dissertation entitled, *Advertising and Sales Performance Selected Companies in Mogadishu, Somalia.* In view of this empirical investigation, may I request you to be part of this study by answering the questionnaires? Rest assured that the information you provide shall be kept with utmost confidentiality and will be used for academic purposes only.

As you answer the questionnaire, please be reminded to respond to all of the items in the questionnaires thus not leaving any item unanswered. Further, may I retrieve the filled out questionnaires after 5 days from the date of distribution?

Thank you very much in advance.

Yours Faithfully,

Abdihakin Abdullahi Jama

Appendix IV: Work Plan

Activity	September 2013	October -2013	November 2013	December 2013	January 2014	February - March - 2014	Aprill 2014	November - 2014
Topic selection								
Literature & search review								
Proposal writing								
Finalizing of the proposal & submitting								
Data collection								
Data analysis								
Report Writing and submission of the report								
Oral dissertation								

Appendix V: Budget Estimated

Particulars	Quantity	Amount
Development of the proposal		500,000/=
Stationary		350,000/=
Research Assistants	3 *100,000	300,000/=
Transport costs and Data collection		1,000,000/=
Data Analysis		400,000/=
Upkeep		300,000/=
Miscellaneous		200,000/=
	GRAND TOTAL	3,050,000

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Appealing Decisions

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

Declaration of funding sources

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Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.

Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in a research paper?" Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- o Explain the value (significance) of the study.
- o Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

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Criterion for Grading a Research Paper (Compilation) by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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