

Relationship Marketing
Strategy And Quality
Of Products In The
Manufacturing Sector
In Uganda: A Case Of
Uganda Clays Ltd.

Nazarious Rukanyangira

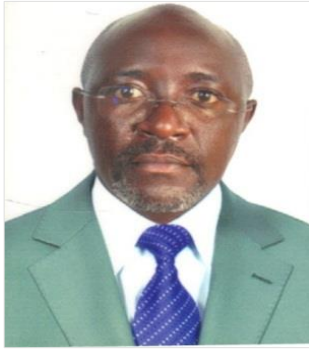
*School of Business Administration, Nkumba
University, P.O. Box, 237, Entebbe, Uganda*

Wilson Mande Muyinda

*School of Business Administration, Nkumba
University, P.O. Box, 237, Entebbe, Uganda*

Michael Mawa

*Development Studies, Uganda Martyrs University-
Nkozi, P.O. Box, 237, Entebbe, Uganda*



Nazarious Rukanyangira is a PhD candidate at Nkumba university, Entebbe Uganda and a Lecturer of Marketing at Ndejje University, Kampala, Uganda. He previously served as Head of Sales and Marketing at Uganda Clays Ltd and Movit Products Ltd. He has been actively involved in organization management principally in charge of Marketing, Public Relations, Sales, Logistics, Procurement, business development and general management, since 1996 thus over 20 years experience in both local and international arena.



Professor Wilson Muyinda Mande is a Ugandan academic. He is Professor of Business Administration and Vice Chancellor of Nkumba University in Entebbe, Uganda. His research interests include: Human Resource management, Business ethics, Policy studies, Project management, and leadership. He has published widely. His other academic roles include the following: Founding Editor - *UVCF Bulletin* ISSN 2306-6288, Reviewer - *International Journal of Organizational Analysis* (internet based), Founding Editor - *Nkumba Business Journal* ISSN 1564-068X, Editorial Board Member - *Makerere Journal of Higher Education*. Professor Mande appears on the Google scholar citations with four pages of publications, citations with publications of 2012 and 2016 as the most cited by readers worldwide.



Michael Mawa is the Deputy Vice Chancellor for Academic Affairs and Assoc. Professor of Development Studies at Uganda Martyrs University. He previously served as Director of Quality Assurance at Nkumba University and is Chairperson for the Ugandan Universities Quality Assurance Forum (UUQAF) as well as the Founding President of the East African Higher Education Quality Assurance Network (EAQAN). He is a national and regional expert in Higher Education Quality Assurance with over 10 years engagement in higher education quality assurance training, assessment and development of standards with the National Council for Higher Education Uganda and the Inter-University Council for East Africa. He has published a number of articles in the areas of ethics, human rights and human development.

ABSTRACT

The current study sets out to analyse the role of Relationship Marketing Strategy and Quality of Products in the manufacturing sector with specific reference to Uganda Clays Ltd. In order to achieve the above purpose the study objective was; To analyse the role of Relationship Marketing and Quality of Products. The current study applied the post-positivist paradigm and employed a descriptive cross-sectional survey design. The main Approach used was Quantitative but Qualitative method and/or approach was also employed on limited scale. Results from the study indicate that overall, Relationship Marketing had a profound contribution to Quality of products ($r(160)=.671, P<0.01$). The findings therefore reveal that if a company maintained good relations with the customers and provided them with good Quality products there would be an increase in customer satisfaction

and hence Loyalty. To achieve sustainable Business Associations the study proposed the SUPREBA Model which guarantees not only business associations but also sustainable relationships.

Key Words: Quality of products, Competitiveness, SUPREBA Model

1. INTRODUCTION

Uganda Clays Ltd realised the need to move beyond a series of transactional campaigns and commenced the essence of relationship marketing as a personal or emotional connection to their brands. Connectedly it was discovered that each department was operating on its own target not cognizant of the fact that the satisfied customer was their major focus. Therefore a culture based on inter-departmental collaboration and support, to reduce barriers to the flawless flow of information required to maximize the consumer experience across all channels became their major focal point. Insights had to be extracted so that actionable strategies could be conceived and implemented and terms like customer lifetime value, data driven marketing and buying procedure reflected a growing awareness of the need to understand and address the needs of customers throughout the buying sequence (*UCL Marketing reports 2007*).

However, with the introduction of new technologies, expressly changing consumer behaviors and an increasing amount of data in the subsequent years' relationship marketing had to be revamped at Uganda Clays to be centered on trust that is created through the consistent delivery of a product that meets or exceeds customer expectations. This trust become difficult to achieve and is even now harder to sustain because of the uphill task of maintaining good Quality of Products and therefore the Quality of products strategy was adopted alongside relationship marketing strategy in order to facilitate unswerving optimistic customer experience (*UCL Marketing reports 2014*).

It was therefore expected that Relationship marketing and Quality of products strategy would present enormous benefits like:

- Unswerving Customer Experience- where UCL would align across all customer touch points flawlessly share information and work together to ensure customer's needs are addressed with minimum effort which was particularly important most especially for customers experiencing challenges with the products would have their issues swiftly resolved which builds trust and can improve customer satisfaction(*UCL Marketing reports 2014*).
- Customer Feedback – Where UCL would pay careful attention to positive or negative trends and use feedback to make apposite corrections to product offerings, ensuring customer satisfaction(*UCL Marketing reports 2014*).
- Customer Profitability – where UCL would relay relevant communications and offers to motivate customers to use the full complement of product offerings, hence customers who would understand the

benefits of the offerings, become naturally more compliant and remain customers for reasonably longer periods of time((*UCL Marketing reports 2014*).

- Customer Advocates – UCL also expected to benefit from Customers who when pleased after enjoying unwavering experience increasingly share this information with each other for the benefit of UCL. ((*UCL Marketing reports 2014*).
- Innovation – UCL expected also to benefit from the various invite pool of ideas from the satisfied customers. Customers would be given a chance to share, shore up and discuss each others' ideas with the organisation which would spur Innovation ((*UCL Marketing reports 2014*).

It was anticipated that gradually Relationship Marketing and Quality of products considered together would make 45% of customers to turn to each other for suggestions and recommendations hence advocating for UCL products(*UCL marketing Reports 2011*).

1.1 PROBLEM STATEMENT

In enforcing the Relationship Marketing Strategy it was deemed that when implemented Uganda Clays Ltd customers would increase tremendously (*UCL Marketing Report 2016*). Additionally UCL became the only company in the Clay manufacturing sector in Uganda that complied with the requirements for both Local and International Quality Standards hence certification by both Uganda National Bureau of Standards (UNBS) and International Certification Services (ISO) PVT. Ltd (ISO) 9001:2000 in 2003 (*UCL Marketing Report 2016*). This therefore confirmed the fact that UCL products were of high Quality and could be trusted by the customers anywhere in the world.

However, UCL customer numbers increased by only 12% in the 10th year instead of the forecasted 45% raise. This left a big crevice of 33%, yet there had been several interventions through operating with the best plants in Kajjansi and Kamonkoli to continuously improve quality and having the staff professionally trained to offer best quality services (*UCL marketing Reports 2011*). This 12% raise after 10 years seems to indicate that Relationship Marketing and Quality of products is not as effective as was expected. It was therefore necessary to confirm how much relationship marketing and Quality of products are related by carrying out an empirical study.

1.2 OBJECTIVES OF THE STUDY

The purpose of the study was:- To analyse the role of Relationship Marketing Strategy and Quality of Products as a precursor for customer satisfaction and loyalty in the manufacturing sector. The study aimed at generating relationship marketing model to enhance quality of products.

1.3 SPECIFIC OBJECTIVES OF THE STUDY

- To assess the perceptions of Relationship Marketing Strategy considered in the manufacturing process.

- To examine the levels of Quality of Products that promotes customer satisfaction and loyalty in the manufacturing sector.
- To analyse the relationship between relationship marketing strategy and quality of products as a precursor for customer satisfaction and loyalty in the manufacturing sector.

1.4 STUDY HYPOTHESIS

H₀¹ There is no significant relationship between Relationship Marketing and Quality of products.

1.5 SIGNIFICANCE OF THE STUDY

Benefit to UCL and the manufacturing Sector: Optimistically this study besides the analysis developed a model which is significant to UCL. If the Model is adopted it will enhance competitiveness. This model can as well be adopted in the Manufacturing Sector on key areas that may require urgent improvement in competitiveness by means of the Marketing Policy.

Body of Knowledge: The study will be of great magnitude to academicians who are studying Policy models with something new to enrich the knowledge about marketing Policy Models.

Policy Formulation and Implementation: The study will be of great importance to policy makers in other sectors like the service sector who may need to study this Model as a basis to determine the possibility of the Model's application to others sectors.

2. LITERATURE REVIEW

2.1 THEORETICAL REVIEW

The Board of Directors and Management of Uganda Clays Ltd wanted to adopt Relationship Marketing Strategy together with improved Quality of Products. To fulfill this goal, Social Marketing Theory (Philip Kotler, 1980) has been identified to offer an apt theoretical prism through which to consider the role of Relationship marketing and Quality of products in the manufacturing sector. The theory may guide Relationship Marketing Strategy and Quality of products in order to make an appropriate theoretical scrutiny for this study.

The theory of Social Marketing Theory which emerged in 1970s when marketing techniques were realised to sell ideas, attitudes and behaviours rather than products and includes the concept of "Edutainment" (Education and Entertainment (Kotler and Lee, 2008). The theory is now being used by social and welfare organizations (Kotler and Lee, 2008). Social marketing theory focuses on how socially valuable information can be promoted. This theory has been used by social and welfare organizations to help promote or discourage various behaviours. Other Scholars like (Andreasen, 2005) postulate that the theory is administrative in nature in such way that it seeks to outline a framework that can be used to design, implement and evaluate information campaigns and that the target audience is identified based on their information need. Once this is done information it is packaged and distributed in a manner that will be easily accessible to the intended audience.

Social marketing theory also tries to understand social and psychological factors which bring resistance to change in society (Mishra, 2017). It increases acceptability, response and practice of any social idea for target group. Techniques of marketing like market segmentation, exchange theory and consumer research are used extensively. Social intervention is therefore the main objective of social marketing. Scholars like Ludicke (2006) look at Marketing as a social system that communicates through and about brands to influence observers' preferences on behalf of a host system. The scholar further elaborates that the meaning of a particular brand is negotiated in these social forms in a powerful, convincing social discourse that can only partly be influenced by marketers.

The Social marketing theory meshes well with the offerings of Uganda Clays Ltd, which fall into the Manufacturing sector category.. Uganda Clays Ltd asserts in its Vision statement that it wants to be the preferred provider of building products as a result, the society plays an important role. The social marketing theory is therefore more relevant to the current study.

It should be stressed that the theory selected in the study is a representative sampling of key theories of marketing in general and Relationship marketing Strategy in particular but in no way should be construed to be an exhaustive list. The same can be said for the key thought leaders and selected literature cited throughout.

2.2 RELATIONSHIP MARKETING AND QUALITY OF PRODUCTS STRATEGY IN THE MANUFACTURING SECTOR

Relationship marketing includes all the ways relationships are used to promote the business.” (Mangum, 2008). Building long lasting relationships with customers can not only gain profit for the company, but can also win a high level of trust, a long-term relationship orientation, a level of intensive information exchange, and a high level of mutual cooperation. These are the fundamentals for all business to be successful.

In the current study, the descriptions of relationship marketing from three main scholarly thoughts were reviewed. Morgan and Hunt (1994) defined relationship marketing as “all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges” Gummesson (2002) had a wider view, saying that it rivets “being

Systemic and viewing relationship marketing in a comprehensive management and social context” particularly, Gummesson articulates that : Total relationship marketing is marketing based on relationships, networks and interaction, recognizing that marketing is embedded in the total management of the networks of the selling organization, the market and society. It is directed to long term win-win relationships with individual customers, and value is jointly created between the parties involved. It transcends the boundaries between specialist functions and disciplines. Further scholars also tried to study relationship marketing as a process. Palmatier (2008) summarized relationship marketing as “the process of identifying, developing, maintaining, and terminating relational exchanges with the purpose of enhancing performance”

The emergence of Relationship Marketing as a separate academic domain of marketing in the 1980's and 1990's becomes more comprehensible from a historical perspective (Palmatier, 2008).

Some researchers found that building relationships with consumers seems beneficial to companies, but it is not always the case. Leahy (2011) found that "from the consumers' perspective, relationships do not and cannot exist in these markets and that the nature of exchange in such markets is not relationship based". Leahy (2011) concluded that relationship marketing is situation oriented.

For companies involved in global marketing, one of the key concerns that affect the exchange process is culture. People from different cultural backgrounds process information in a different way. Hofstede and Bond (1984) concluded that individuals coming from a similar culture have a "collective mental programming" which is part of the conditioning shared between members of a nation, region or group, but not with those from other nations, regions, or groups.

Some cultures rate customer satisfaction more than other cultures. In Japan, the trade relationships between customers and suppliers are interpreted as long-standing commitments, which are based on the principles of total quality management to advance customer service. This long-standing commitment is seen as a core activity that adds value to the service throughout the organization (Palmer, 1997,). In many other societies, shared moral values govern relational exchanges. In many Far Eastern cultures, there is an assumption that exchange partners will be faithful in ones part of a bargain. A key attribute of relationship marketing is that it benefits both buyers and sellers as both parties work to improve long term proceeds and reduce the risk level to improve selling opportunities and provides for greater market stability (Fletcher & Peters, 1997).

In order to secure long term mutual satisfaction, businesses need to communicate, interact, and engage in two way dialogue with customers on an ongoing basis (Grönroos, 2004; Williams and Chinn, 2010). It is through a two-way continuous dialogue that businesses are able to listen to and understand customers' needs, to deliver a co-created product, to build long-term relationships, and, eventually, to secure a lasting profit (Grönroos, 2004; Peppers and Rogers, 2011). By extension, the dialogue enables businesses to achieve goals such as increased loyalty, reduced marketing costs, increased profitability, and increased financial stability and security (Grönroos, 2004; Gummesson, 2002). In addition O'Brien (2011) and Williams and Chinn (2010) regard Social Media as an ideal channel to achieve Relationship Marketing goals. It is to this effect that this study elucidates that relationship marketing is therefore an engagement between the customer/client and the firm (organisational Management) sustained by a rather mutual communication. It is also from this that one realises that a relationship between the client and the firm has for a very long time been catered for under advertisement in businesses.

Relationship marketing researchers pay considerable attention to particular variables of trust, commitment, satisfaction and mutual goals. These variables enhance both process and outcome to a great degree (Davis

2005). Trust building and trust maintenance is intertwined with individual and organisational knowledge that develops to the benefit of all through a relationship development program.

Additionally in order to establish the customer relationship management (CRM) practices that are adopted by internet services providers operating in Nairobi and their effect on customer satisfaction, Mwangi (2010) examined the practices based on customer knowledge/insight, people, process and technology. The findings indicated that the CRM practices influenced customer satisfaction. The practices based on people influenced customer satisfaction to a large extent while the practices based on process and technology influenced customer satisfaction to a moderate extent. The research at hand notes that Mwangi (2010) fails to bring to light the aspect of the quality of the products that are provided by the studied firms. Besides, this study brings to detail the breakdown of relationship marketing at length which Mwangi failed to do.

Critical examination of the application of relationship tactics in service quality, reputation (brand), price perception, value offers was carried out by Peng and Wang (2006). While Brucks et al. (2000) hold that people perceive quality differently which makes it a bit tricky to study. Some scholars (Zaifang and Xuening, 2010) have focused on combined or assimilated design of products and services where they have actually noted that due to the absence of a focus on integrated design of products and services, top management seek help from professional managers and academic researchers.

There is global tendency in customer relationship marketing that relates to the shift from transactional model towards the relationship model, in fact (Peppers and Rogers ,2011) argue that satisfying customer needs as a result of on-time transaction is not sufficient today in order to ensure the long-term growth of the businesses. Instead, businesses have to strive to maintain long term relationships with their customers in order to maintain flexibility to adopt their increasing expectations and thus achieving their lifelong loyalty and they further stress that, businesses that refuses to acknowledge this tendency in the global marketplace would be risking their market share and growth prospects in the future. Relationship marketing is actually known as a facet of Customer Relationship Management (CRM) that focuses on customer loyalty and long-term customer engagement rather than shorter-term goals like customer acquisition and individual sales. Customer relationships are the lifeblood of every good company (Peck et al., 1999), hence loyal relationships with these valued individuals make for a strong bottom line and goal of relationship marketing (or customer relationship marketing) is to create strong, even emotional, customer connections to a brand that can lead to ongoing business, free word-of-mouth promotion and information from customers that can generate leads. In reality Relationships between a company and their customers, distributors, employees, referral sources, are vital to continued, sustained growth, and stability.

The growing body of research on products versus services has focused on external customer perceptions of quality and satisfaction rather than organizational knowledge of quality practices (Edvardsson, Johnson,

Gustafsson, and Strandvik, 2000) argue that in developing strategies for quality, the starting point is the customer. In fact, quality is the key to ensuring customer satisfaction hence building relations (Faure 1997), to begin with is necessary to know what the beneficiaries want from the products, their needs, and what must be produced must be exactly the required within a period of time to a minimum price set. A study on determinants of customer retention in commercial banks in Tanzania (Caroline et al., 2014) discovered that academics need to incorporate quality of products provided by the banks together with pricing of banks products in customer retention models.

A particularly important role is the identification of applications that customers demand, which could be determined and understood (Faure, 1997) are those provided by the service or product offered, and are often specified in the contract and may include some or all characteristics such as: size, weight, colour, texture and taste; function, reliability, features required, packaging, labelling, time of delivery, methods; accruals and payments of costs; customer service, time in the case of unsuccessful attempts. These are basic requirements for each product or service and represent minimum requests, if they can be considered satisfactory by the customer.

The understood applications are not usually made, but create an overall picture in the eyes of customers and are those small things that make it a genuine care towards clients. From those few cited studies above, it true that most business models support mass marketing, mass production, and standardized products and services. The reasons for this development are several but may include the following: more sophisticated and knowledgeable customers, dramatic changes in technology, the rise of competition, and declining product quality differentiation in the business environment. Over the years many businesses have failed to retain customers (Wanza, 2010) and they are switching from one business to another and thus causing a steady drop in the number of repeat purchases. This can be attributed to the failure to embrace relationship marketing.

From above literatures, switching off customers has been a challenge among the businesses. It appears that there is no harmony on the best ways of retaining the customers. This Study therefore intends to fill this gap by examining the extent to which Relationship marketing influences Quality Products in the manufacturing sector in Uganda which is an area that has not been tackled as far as available literature is concerned. It is focused on finding out how the precursors of relationship marketing notably customers' trust, commitment, bonding, treatment, communication, atmosphere, complaint resolution and friendly and caring staff influence Quality of Products within the small and medium manufacturing sector in Uganda. It is assumed that by establishing, developing, and maintaining successful relational exchanges, manufacturing companies could sustainably satisfy their customers and as such remain competitive.

3. RESEARCH METHODOLOGY

The field research was carried out in greater Kampala and Wakiso Districts. These areas are considered appropriate because most of the clay Products Manufacturing Factories including Uganda Clays Ltd are situated in this area and major and reliable Customers can be traced in these areas as well as other important respondents. These areas also account for 70% of UCL's market share.

The total number of respondents was 162 but the response rate was 160. The sample was determined using the formulae for (krejcie and Morgan, 1970). So the sample of 160 respondents including Staff (Field Sales Staff, Marketing & Customer Service staff, Managing Director and Heads of department in Company Customer contact points or Outlets in Wakiso and Kampala and selected customers was considered sufficient for this study. All these respondents were aware of the Uganda clays activities.

A descriptive cross sectional survey design adopted by this study required one to use more than one data collection method. In that regard a survey was the primary method. A specially designed Questionnaire was administered to 160 respondents. It was designed in such a way that respondents had a list of possible options or answers which they ticked. The Questionnaire as a tool was preferred because it is an appropriate instrument for any survey research. The respondents had to provide answers in a predetermined order. The instruments had three sections; demographics, Quality of Products and Competitiveness.

The Questionnaire as the main tool in the study employed 52 items. Apart from items on the demographics characteristics of the respondents, the rest of the items were on the likert scale type. This scale served as a measurement for the relationships between Quality of Products and Competitiveness. The likert Scale was (i) Strongly Agree = 5, (ii) Agree = 4, (iii) Neutral =3, (iv) Disagree =2, (v) Strongly Disagree =1. The main approach used was Quantitative

Table: 1: Categories of respondents

No	Category of respondents	Population	Sample size
1.	Commercial/Institutional Customers	150	88
2.	Retail Customers	100	56
3.	Heads of Department	06	06
4.	Staff/Employees	22	10
5.	Top Management	02	02
	Total	280	162

Source: field data (2016)

Validity: The Validity of the items on the Questionnaire was determined using the Content Validity Index .The questions were rated as very relevant, relevant, irrelevant, and very irrelevant. The proportion of the very relevant and relevant questions over the total questions was computed using the following formulae;

$$CVI = \frac{\text{Total Very Relevant Questions} + \text{Relevant Questions}}{\text{Total Questions}}$$

Therefore:

$$CVI = \frac{40+29}{69+8=77} = CVI = \frac{69}{77}$$

$$CVI = 0.9$$

The content Validity Index is supposed to be above 0.7 as recommended by Amin (2005) for the questionnaire to be considered Valid. Therefore, the value of 0.9 indicated that the questions in instrument were highly valid.

Reliability: Reliability is the degree to which an assessment tool produces stable and consistent results (Cozby, 2001). Reliability was determined using the internal consistency method that is estimated using Cronbach's alpha (Cronbach, 1951, 2004; Nunnally, 1978; hull and Nie, 1981). Typically, reliability coefficients of 0.70 or higher are considered adequate (Cronbach, 1951, 2004; Nunnally, 1978).

Table.2: Reliability Test Using Cronbach's Alpha

Variable	Cronbach's alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Relationship Marketing	0.919	.921	35
Quality of Products	0.693	.814	12
Average Cronbach's Alpha Based on Standardized Items		0.815	

Initially, the consistency levels of the items/questions were examined using Cronbach's alpha. The Cronbach's alpha measure of reliability was Relationship Marketing 0.921 and Quality products 0.814. All these commonly recommended values have an average Cronbach's Alpha of 0.867 which is in the acceptable range. This showed that all the items in the instrument were consistent and acceptable.

4. FINDINGS AND INTERPRETATION

4.1 CONCEPT OF RELATIONSHIP MARKETING AS A STRATEGY IN UCL

The understanding of relationship marketing as a strategy at UCL is partially actualized through several marketing communication tools that are targeted to meet the demands of consumer audiences, channel members and all stake holders in the UCL targeted markets. The relationship marketing strategies at UCL uses the marketing communication tools that include: advertising, field marketing, direct field marketing, website, internal marketing, corporate identity, branding, exhibitions, CSR, PR, sales promotions, sponsorships and packaging (UCL marketing reports 2014).

The marketing communication tools are implemented by the stakeholder through the channels as a way of relating to the consumers but the ultimate target is to create a lasting relationship with the existing and potential buyers.

Table 3: Perceptions on Relationship Marketing Strategy at UCL

Item	M	SD	Description
UCL staff show respect to customers	4.53	.71	Very High
UCL has good will reputation in the industry	4.25	.96	Very High
UCL is consistent with providing quality products and services	4.31	.90	Very High
UCL is reliable in providing unique products and services	4.26	.98	Very High
UCL provides products and services to the customer as promised and at the right time	3.19	1.30	Moderate
UCL customers like to spend significant time at UCL customer waiting room because of its lighting and room temperature	3.03	1.21	Moderate
Grand mean and SD	3.84	1.05	High

The results from table.3 revealed there are some issues which largely have very high mean levels like UCL staff show respect to customers (4.53), UCL has good Will reputation in the industry (4.25), UCL is consistent in providing Quality products and services (4.31) and UCL is reliable in providing Unique products (4.26). This clearly means the above mentioned issues play a central role in the Relationship Marketing Strategy at Uganda Clays Ltd. This is because the respecting of customers, the Good will of the company as well as consistently providing unique and quality products greatly assists the company to maintain good relationships with the customers.

However, there concerns on some issues with a moderate mean score like UCL provides products and services to the customer as promised at the right time (3.19) and UCL customers like to spend significant time at the waiting room because of its lighting and room temperature and hence management needs to take a keen interest since they can critically impinge on the relationship marketing strategy at Uganda Clays Ltd.

The levels of Quality of Products that promotes customer satisfaction and loyalty in the manufacturing sector

Table.4: Descriptive findings of Quality of Products

Item	M	SD	Description
UCL continuously improves on their products.	4.33	.93	Very High
UCL products are above other products in the market in terms of performance	4.40	.79	Very High
UCL is consistent in providing good quality products	4.35	.84	Very High
UCL products have the best features and look beautiful	4.30	.89	Very High
UCL products certified by authorised quality certification bodies like UNBS,ISO	4.43	.85	Very High
UCL has a good reputation and it gives me prestige and personal security to buy from them	4.26	.96	Very High
Grand mean and SD	4.08	1.16	High

1.00– 1.79 (very low), 1.80 – 2.59 (low), 2.60 – 3.19 (moderate), 3.20 – 4.19 (high), 4.20 – 5.00 (very high)

The results from table.4 revealed the mean for level of Quality of products is high with a grand mean score of 4.08 but there are some issues which are largely very high like UCL Continuously improves the products (4.33), UCL products are above other products in the market (4.40), UCL is consistent in providing Quality Products (4.35), UCL Products have the best features and looks beautiful (4.30), UCL products are certified by Quality Certification bodies like the Uganda Bureau of Standards and International standards Organisation (4.43) as well as UCL has a good reputation and gives the Prestige and personal Security of associating with Uganda

clays Ltd (4.26). This clearly means the above mentioned issues play an important role in the Quality of the products. Henceforth management of Uganda clays Ltd needs to take a keen interest since they can vitally have an influence on the competitiveness of Uganda Clays Ltd.

The relationship between relationship marketing strategy and quality of products as a precursor for customer satisfaction and loyalty in the manufacturing sector

Table 5: Correlations Relationship Marketing and Quality of Products

Correlations			
		Relationship Marketing	Quality of Products
Relationship Marketing	Pearson Correlation	1	.671**
	Sig. (2-tailed)		.000
	N	159	159
Quality of Products	Pearson Correlation	.671**	1
	Sig. (2-tailed)	.000	
	N	159	160

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

The test of Pearson’s Correlation had Results in Table.5 which indicated that overall, there was a very strong positive significant relationship between Relationship Marketing strategy and Quality of Products ($r (160) = .671, P < 0.01$). These findings imply that Relationship marketing strategy enhanced Quality of the products. This also indicated that Relationship Marketing strategy was the guide for the staff who were making good Quality products as good relations augments good products and good products augment good customer relations.

Table 6: Coefficients for Relationship Marketing and Quality products

Coefficients ^a						
Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.076	.269		4.002	.000
	Relationship Marketing	.785	.069	.671	11.340	.000

a. Dependent Variable: Quality of Products

The regression results in Table.6 shows that Relationship Marketing strategy the predictor variable and Quality of products the criterion variables are statistically significantly related(Beta.671,P<0.01).

This statistic revealed that the null hypothesis H_0^2 which stated that “there would be no significant relationship between Relationship marketing strategy and Quality of Products” was rejected and instead the alternative hypothesis (H_a^2) that “there would be significant relationship between relationship between Relationship marketing strategy and Quality of Products” was supported

In spite of the current strategic focus on Relationship marketing and Quality of Products there was still need to improve the whole spectrum and hence the current study initiated the following new Model to enable companies remain sustainably related to the customers.

Sustainable Preferred Business associations Model (SUPREBA Model)

The proposed SUPREBA model clear indicates the interaction between relationship marketing strategy and the approved budget, preferred innovation, diversification products that lead to quality of product, hence facilitating sustainable business association.

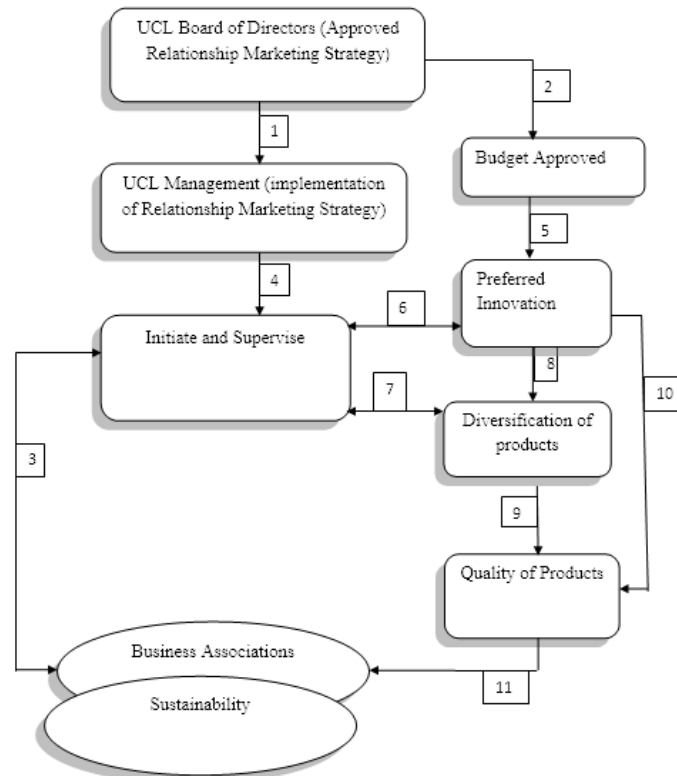


Fig 1: Sustainable Preferred Business Associations Model (SUPREBA Model)

Key concepts of the Sustainable Preferred Business Associations Model (SUPREBA Model)

Approved Relationship marketing strategy: (ARM): For a Relationship Marketing strategy to be successful it must be approved by the Board of Directors.

Implementation of the Relationship marketing strategy: The first (1st) arrow shows that after approval of the Relationship marketing strategy the Board passes it on to Management for Implementation.

Approved Budget (AB): The second (2nd) Arrow shows that the board approves a budget to provide a financial framework for the decision making process and that the Relationship marketing strategy implementation has been planned for.

Competitiveness Management (CM): The third (3rd) arrow clearly shows that in implementation of the Relationship marketing strategy there is a clear need for supervision and initiation of new ideas to be able to manage business associations and the process is continuous.

Initiation and Supervision: The fourth (4th) arrow shows that effective relationship marketing is achieved through Initiating & supervising Holistic organisational Systems.

Preferred Innovation: The fifth (5th) arrow shows that preferred Innovation will take place where a specific allocation of the approved budget will cater for it.

The sixth (6th) arrow shows that management initiates and supervises preferred innovation and that it is a continuous process.

Diversification of Products: The Seventh (7th) arrow shows that the process of expanding business opportunities through additional market potential of an existing product (Diversification of products) is initiated and supervised by company Leadership and is continuous.

The eighth (8th) Arrow shows that preferred Innovation is connected to Diversification of products and all must have a budget approved.

Quality of Products (QP): The ninth (9th) Arrow shows that diversification of products is intended to improve the Quality of products.

The tenth Arrow (10th) shows that preferred Innovation is intended to improve Quality of products.

Competitiveness (C): The eleventh (11th) arrow shows that Quality of products leads to Business Associations and that there is a link between all the other arrows which all aim to augment Quality of products to enhance Business Associations save for the third arrow which has a direct link to Business Associations.

Sustainability (S): The last relationship in the new model Shows that Business Associations is interconnected to Sustainability and that all other relationships should work together to achieve sustainable Business Associations that will stand the test of time.

5. CONCLUSION

In a nutshell the study reveals that sometimes the line between relationship marketing strategy approval, implementation and execution is very thin and the differences are subtle which may lead into conflict. Basically, the board of Directors, management and the Execution team must work as one team and each person involved in performance of any responsibilities should act conscientiously and the entire organisation must all work to achieve the stated desired results.

6. REFERENCES

- Amin E.M (2005) Social Science Research, Conception, Methodology and Analysis, Makerere University Press, Kampala.
- Andreasen A. R. (2005), Social Marketing in the 21st century, Sage publications.
- Brucks, M., V.A. Zeithaml and G. Naylor. 2000 'Price and brand name as indicators of quality dimensions for consumer durables'. Journal of Academy of Marketing Science. 28 (3): 3
- Caroline E., Lehmann R.(2014), Savanna vegetation- Climatic Relationships differ among Continents, Science 343,548 D01:10.1126/Science 1247355.
- Cozby, P.C. (2001). Measurement Concepts. Methods in Behavioral Research (7th ed.). California: Mayfield Publishing Company
- Cronbach LJ (1951). Coefficient alpha and the internal structure of tests. Psychometrika 16 (3): 297-334. doi:10.1007/bf02310555.
- Davis, Peter Rex. (2005). The Application of Marketing to Construction. Royal Melbourne Institute Technology. Australia.
- Edvardsson, B., Johnson, M. D., Gustafsson, A., & Strandvik, T. (2000). *The effects of satisfaction and loyalty on profits and growth: Products versus services*. Electronic version Retrieved May 2016, from Cornell University, School of Hospitality Administration site: <http://scholarship.sha.cornell.edu/articles/714>
- Faure F., Debunne G., Cani-Gascuel MP., Multon F. (1997) Dynamic analysis of human walking. In: Thalmann D., van de Panne M. (eds) Computer Animation and Simulation '97. Eurographics. Springer, Vienna
- Fletcher, K. P., & Peters, L. D. (1997). Trust and direct marketing environments: a consumer perspective. Journal of Marketing Management, 13(6), 523-539
- Grönroos, C. (2004). Creating a relationship dialogue: Communication, interaction and value. Marketing Review, 1, 5-14.
- Gummesson, E. (1999). Total Relationship Marketing: Rethinking Marketing Management from 4Ps to 30Rs. Oxford: Butterworth Heinemann.
- Gummesson, E. (2002). Relationship Marketing in the new economy. Journal of Relationship Marketing, 1(1), 37-57.
- Hofstede, G., & Bond, M. (1984). Hofstede's culture dimensions. Journal of Cross-Cultural Psychology. 15, 417-433
- Hull, C. H., & Nie, N. H. (1981). SPSS update 7-9: New procedures and facilities for releases 7-9. New York: McGraw-Hill.
- Kotler P., Lee N. (2008), Social Marketing: Influencing behaviours for Good, Sage Publications, 3rd edition.
- Kotler, Philip (1980) The Marketing of Social Causes: The First Ten Years. Journal of Marketing. 44(4): 24-33.
- Krejcie Robert V., Morgan Daryle W., (1970) Determining Sample Size for Research Activities, Volume: 30 issue: 3, page(s): 607-610 <https://doi.org/10.1177/001316447003000308>
- Leahy, R. (2011). Relationships in fast moving consumer goods markets: The consumers' perspective. European Journal of Marketing, 45(4), 651-672.
- Lüdicke Marius. (2006). A Theory of Marketing: Outline of a Social Systems Perspective. Dissertation of the university of St. Gallen, Graduate School of Business Administration, Economics, Law and Social Sciences (HSG) to obtain the title of Doctor of Business Administration. DUV, Gabler Edition Wissenschaft
- Mangum, L. (2008), Relationship marketing. Concrete Contractor, 48-49. Retrieved from <http://search.proquest.com/docview/224686024?accountid=12085>
- Mishra, A. K., Konapala, G., Leung, L. R. (2017). Changes in temporal variability of precipitation over land due to anthropogenic forcings, Environmental Research Letters, 12, 024009.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. Journal of marketing, 58(3).
- Mwangi A.M, Foeken, D., & S.O. Owuor. (2010), Urban school farming to improve school feeding: The case of Nakuru town, Kenya. Children, Youth and Environment, 20 (1): 276-300.". 2010.
- Nunnally, J. C. (1978). *Assessment of Reliability*. In: Psychometric Theory (2nd ed.). New York: McGraw-Hill.
- O'Brien, L.E., Soliman, S.S., Li, X., Bilder, D. (2011). Altered modes of stem cell division drive adaptive intestinal growth. Cell 147(3): 603--614.

- Palmatier, R. W. (2008). Relationship marketing. (1 ed., Vol. 1, pp. 1-10). Cambridge: Marketing Science Institute.
- Palmer, A. (1997). Defining relationship marketing: An international perspective. *Management Decision*, 35(4), 319-321.
- Peck, H., Payne, A., Christopher, M., and Clark, M. (1999), "Relationship Marketing: Strategy and Implementation", Butterworth-Heinemann, Oxford.
- Peng, Leong Yow & Wang, Qing (2006). Impact of Relationship Marketing Tactics (RMTs) on Switchers and Stayers in a Competitive Service Industry, *Journal of Marketing Management*, V.22, pp.25-5
- Peppers Don, Rogers Martha (2011) *Managing Customer Relationships: A Strategic Framework*, John Wiley & Sons.
- Uganda clays Ltd Marketing Report 2011.
- Uganda clays Ltd Marketing Report 2016.
- Uganda clays Ltd Marketing reports 2007.
- Uganda clays Ltd Marketing reports 2014.
- Uganda clays Ltd Marketing Report 2001
- Wanza Kuria Eunice (2010) *A Survey Of Relationship Marketing Practices Among Commercial Banks In Kenya*, A Research Project Submitted in Partial Fulfillment of the Requirement for the Degree of Masters of Business Administration, University of Nairobi.
- Williams, Jo & Chinn, J. Susan. (2010) Meeting Relationship Marketing Goals through Social Media: A Conceptual Model for Sport Marketers. *International Journal of Sport Communication*. 3. 422-437. 10.1123/ijsc.3.4.422.
- Zaifang Zhang Xiuli Geng, Xuening Chu(2010), Prioritizing Engineering Characteristics of Product-Service System Using Analytic Network Process and Data Envelopment Analysis Volume 3: 30th Computers and Information in Engineering Conference, Parts A and B Montreal, Quebec, Canada, August 15–18, 2010