FACTORS THAT INFLUENCE THE PERFORMANCE OF MOBILE PHONE OPERATORS IN KENYA: A CASE OF ZAIN KENYA LTD

BY

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DECLARATION

STUDENT'S DECLARATION

This research project is my original work and has not been submitted for a degree course in this or any other university.

Signed ....Etemesi.. Date ....13/11/2009..........

Vincent Etemesi

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SUPERVISOR'S DECLARATION

This research project has been submitted for examination with my approval as a university supervisor.

Signed ....JKagwe.. Date ....14/11/2009..........

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DEDICATION

I dedicate this study to all the employees of Zain Kenya Ltd and Kenyan academicians

ACKNOWLEDGEMENT

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Thanks to Almighty God for giving me the strength, health and opportunity to complete the MBA program successfully.

ABSTRACT

How organizations assess their performance and the factors affecting it thereof has been challenging management commentators and practitioners for many years. Financial measures have long been used to evaluate performance of commercial organizations. By the early 1980s, there was a growing realization that, given the increased complexity of organizations and the markets in which they compete, it was no longer appropriate to take financial factors as the sole factors that influence performance and hence measure the same by it (Frigo and Krumwiede, 1999). This study was aimed at filling the gap in literature by finding-out the factors influencing the performance of mobile phone operators in Kenya by taking the case of Zain Kenya Ltd.

The study took on a case study research design and collected primary data through interview guide on the Corporate Strategy Manager of Zain Kenya Ltd. The qualitative data was then analyzed using interview guide and presented in prose.

The study concluded that Zain Kenya Ltd performance is affected by such factors as competition, political and regulation environment, customer demand and their social life, conditions in the labor market, level of technology and economic conditions as PESTEL issues and recommended that although the most effective method of mitigating the environmental factors is rate reduction, Zain should be very discrete in apply low cost leadership strategy and augment this with high service differentiation.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The concept of performance has received considerable attention in the Operations Management literature. Performance can be defined as the success in meeting pre-defined objectives. targets and goals (Pura. 2005). Gaski (1984) defines performance as the measure of the results achieved and performance efficiency as the ratio between effort expended and results achieved. Performance is an abstract concept and it must be represented by concrete. measurable phenomena or events in order to be measured. The difference between current performance and the theoretical performance limit is the performance improvement zone (Pura, 2005).

According to Aaker (2001) in order to implement a strategy successfully, it should be grounded on organizational competencies that should in turn be based on qualified personnel with the experience needed to implement the strategy selected by the company. Aaker argues that the employees should be motivated to perform and implement this strategy, further this motivation can be achieved. for instance, by linking the remuneration structure to compliance with operating performance objectives and targets.

According to Aekar (2001) key factors that influence a company's performance are the ability of management (all levels) to cope with change, the nature and effectiveness of the processes used to arrive at major decisions to bring about change, the efficiency of the mechanisms utilized to implement management decisions, the internal methods employed to determine and track valid objectives. the effectiveness of the way information is communicated within the company and the quality of the personnel and attention to recruiting and selecting the proper quality and adding to their abilities with further training. However the factors advanced by Aaker do not necessarily indicate how a firm will perform.

Significant to mobile phone operators' performance are the influence of immediate and distant environments and various dimensions of these environmental forces (Olsen et al., 1998). The concept of environment includes forces and factors external to organization's boundaries. Given the important role of entrepreneurship in business development, prior research suggests that external environments can be hostile to these businesses in developing countries (Smallbone and Welter, 2001). For example, the scarcity of resources, informal networks, lack of capital, and overall pace of market reforms in these economies can constraint entrepreneurial activity. Fogel and Zapalska (2001) emphasize macro-economic policies and procedures as another dimension of the external environment important for business development.

Slack *et al.* (2004) distinguish five performance dimensions: quality, reliability, speed, flexibility and cost. Other authors use the same or related dimensions (Hill, 2000 and Krajewski and Ritzman, 2002). Operations strategy of a company indicates the importance of each of the performance dimensions. This strategy has to be integrated with the behaviour of the operational people – the operational people are the performers. Performance indicators deal with customer order processing, transformation of these customer orders into production orders and coordinating activities that are necessary to realize that everything is in order. Their influence on quality, reliability, speed, flexibility and cost and hence performance is considerable.

Harris (1994) reviewed the factors influencing performance in organizations and gave out factors such as size (overall equity investment), control, socio-cultural distance, industrial characteristics (technology and capital intensity) and location.

1.1.1 Factors that Influence Organisational Performance

Organizational performance is an indicator which measures how well an enterprise achieves their objectives (Venkatraman and Ramanujam, 1986). Organizational performance can be assessed by an organization's efficiency and effectiveness of goal achievement. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, employee stewardship e.t.c.

Past research findings in the management, entrepreneurship, and marketing areas have demonstrated that market orientation, learning orientation, entrepreneurial management style, and organizational flexibility are highly correlated with organizational performance (Hurley and Hult, 1998). Samson and Terziovski (1999) found factors such as leadership, people management, and customer focus to positively influence organizational performance.

1.1.2 Mobile Telecommunication Industry in Kenya

The mobile telephony industry has realized tremendous growth in subscriber roll out over the last five years which saw combined subscriber base reach about 3.4 million by December 2004. By the end of 2008, mobile subscription had edged closer to 15 million - Safaricom 12 million, Zain 2.5million and Telkom Kenya about 400,000. The number of subscribers in Kenya is greater than other four East African countries combined, with Tanzania and Uganda each getting closer to 5 million. According to Information and Communications Permanent Secretary Dr Bitange Ndemo, penetration comes with greater efficiencies and improvement of service delivery which enhances the mobile operators' performance. The Kenyan mobile market currently has four major telecommunications operators:

i. Safaricom, which started as a department of Kenya Posts & Telecommunications Corporation, the former monopoly operator, launched operations in 1993 based on an analogue ETACS network and was upgraded to GSM in 1996 (license awarded in 1999);

ii. Zain (formerly KenCell and Celtel), which launched GSM services in 2000;

iii. Telkom Kenya, the fixed line operator that has already commenced a wireless (CDMA) network under a brand called Orange; and

iv. Essar Telecom Kenya Limited (ETKL) brand; Yu, having been introduced in late December of 2008.

These four operators in the mobile telecommunication industry has led to saturation of the market with the CEOs of the companies confiding that another mobile communications operator cannot be added without reducing the profitability and hence performance of the industry tremendously.

While Safaricom Ltd was quite successful in improving its performance in 2008, Zain Kenya Ltd incurred huge losses of $90 million compared to a loss of $21 million in 2006. This is approximately Kshs. 7.2 billion of which is the largest corporate loss in Kenya for a single year. Such a loss was incurred whereas it succeeded in increasing its market share price to 18% and lowered that of Safaricom from 80% to 77% (Bankelele, 2009).

1.1.3 Zain Kenya Ltd

Zain Group Ltd is the most successful pan-African mobile network, offering telecommunications services to more people in Africa than any other network. The company began operating in 2000 formally known as Kencell and is one of the best-known branded businesses in Africa with mobile licenses covering more than 400 million people, close to half of Africa's population (Ochieng, 2008).

Zain Group (formerly MTC or Mobile Telecommunications Company) is a multinational Corporation specializing in Mobile Telecommunications. Zain began its operation in State of Kuwait in the year of 1983 as the region's first mobile operator, and since the initiation of their "3x3x3" expansion strategy in 2003, they have expanded rapidly to other countries. Its area of operations now include the 7 countries in the Middle East, Kuwait, Iraq, Saudi Arabia, Jordan, Bahrain, Sudan, and in Lebanon as MTC Touch, and in 15 sub-Saharan African countries: Burkina Faso, Chad. Democratic Republic of the Congo, Republic of the Congo, Gabon, Ghana, Kenya, Madagascar. Malawi, Niger, Nigeria, Sierra Leone, Tanzania, Uganda and Zambia (Arabian Modern Equipment Info, [AmeInfo], 2008).

In less than a year. Zain Kenya Ltd has managed to perform well in the Kenyan market, a feat that its predecessor Celtel Kenya Ltd could not pull off despite many years' operation in Kenya.

Zain managed to increase its subscriber base to 3.08 million (up from 2.1 million) and claims 18% market share to Safaricom's 77% and 5% for Orange and owned 80% of the Kenyan operation, up from 70% in 2007. This, the managing director - Rene Meza, attributes to Zain's cost leadership strategy, good network/technology and clarity of calls which gives customers' value for their money (Bankelele, 2009).

According to a research carried out by global group AC Nielsen in the last quarter 0f 2008, at least one million people in Kenya are acquiring Subscriber Identification Module (SIM) cards for the first time every month. Out of the new subscribers, the research indicated, Zain accounts for slightly more than 50 per cent. The improved market performance, the research attributed to the firm's superior network quality, customer service and affordable on-net and cross network calling rates (Standard, 2009).

Despite this commendable performance in a single year alone, the mobile telecommunication provider incurred a heavy loss that no company has ever incurred in Kenya; made a net loss of Ksh 7.2 billion which makes Zain Kenya most appropriate for the study.

1.2 Statement of the Problem

The problem of how organizations should assess their performance and the factors affecting it thereof has been challenging management commentators and practitioners for many years. Financial measures have long been used to evaluate performance of commercial organizations. By the early 1980s, there was a growing realization that, given the increased complexity of organizations and the markets in which they compete, it was no longer appropriate to take financial factors as the sole factors that influence performance and hence measure the same by it (Frigo and Krumwiede, 1999).

Romer (1986 and1990) on factors that influence performance of businesses outlined factors such as operators' previous experience, marketing resources, and capital structure mix as some of the factors that influence performance of business entities, not forgetting the skills and educational levels of operators and employees. Even though on-the-job training is largely prevalent in some companies, there is inconclusive evidence to suggest that such efforts yield successful results (Worsfold and Griffith, 2003 and Zhang et al., 2002).

Research on the performance of mobile phone providers indicated various factors both within their control and others beyond the control of the organisation's management. Factors within the control of management are internal environmental factors and include such factors as marketing, Information Technology (IT) and management capabilities while factors out of the management control are called external factors and include factors like political, competition, social cultural and technological (McNamara, 2005, Ndambuki. 2008 and Isak, 2008).

McNamara (2005) advanced that key factors that influence company performance are the ability of management (all levels) to cope with change, the nature and effectiveness of the processes used to arrive at major decisions to bring about change, the efficiency of the mechanisms utilized to implement management decisions, the internal methods employed to determine and track valid objectives, the quality of the personnel and attention to recruiting and selecting the proper quality and adding to their abilities with further training and the effectiveness of the way information is communicated within the company. Other researchers pointed out that organizational performance are influenced by political climate (Pearce and Robinson, 1985), competitive environment (Elli, 2004). customer value (Robinson, 1997), technology (Smallbone and Welter. 2001) and market intelligence (Cornish, 1997).

In Kenya, although the first mobile operator was only licensed in 1997, the mobile network surpassed the fixed network in 2000/2001and has since then experienced phenomenal growth. By 2006-2007 time frame, the mobile network was over 20 times the size of the fixed network, with a mobile teledensity of 19.42. This is according to the 2007 Kenya telecommunications Sector Performance Review. a survey conducted by Prof Timothy Waema of the University of Nairobi's Department of Computing and Informatics (Ochieng, 2008). Although mobile services are more expensive than fixed services, in order to access communications services or enjoy the benefits of mobility many people have opted for this "premium" service. This may be attributed to the relatively better customer service, the ease with which connections are obtained and the relative reliability of the mobile networks (Mwololo, 2008). However, what influences the performance of mobile phone operators in Kenya is not known with all level of precision owing to the lack of pedagogical research on the same and it is this that this study seeks to find out.

Introduction of two more mobile telecommunication providers in the mobile industry in 2008 thus making a total of four has led to saturation of the market with the CEOs of the companies confiding that another mobile communications operator cannot introduced without reducing the profitability and hence performance of the firms in the industry to exit point. Even amid the competition war characterised by price war, there are companies like Safaricom Ltd that performed well by making an EBITD increased to Kshs 15.0 bn, a growth of 15.5% over prior year

While Safaricom Ltd was quite successful, Zain Kenya Ltd incurred huge losses $90 million in 2008 compared to a loss of $21 million in 2006. This is approximately Kshs. 7.2 billion of which is perhaps the largest corporate loss in Kenya for a single year. This was incurred in spite of having succeeded in increasing its market share to 18% and lowering that of Safaricom from 80% to 77% and being blessed with superior network quality, quality customer service and affordable on-net and cross network calling rates.

This study was thus borne out of this background and its purpose, therefore, was to fill the gap in literature by finding-out the factors influencing the performance of mobile phone operators in Kenya by investigating the factors influencing the performance of Zain Kenya Ltd.

1.3 Objectives of the Study

The study sought to determine the factors influencing the performance of Zain Kenya Ltd.

1.5 Importance of the Study

The study is of value to the management of mobile telecommunication industries in Kenya especially of Zain Kenya Ltd. The management is able to know the factors that has been influencing and impeding its performance.

The findings of the study is also of importance to the regulatory authorities in Kenya for from the findings and recommendations, they can understand factors that affect performance of mobile telecommunication companies and hence desist from making laws that stifle their performance.

The study is further important to the Kenyan scholars and researchers for it provides a good referencing and material based upon which further researches and pedagogical studies can be carried out.

1.6 Scope of the Study

The study sought to find out the factors that influence performance of mobile telecommunication companies in Kenya. The study hence looked at both the internal factors and external factors affecting Mobile Phone Operators performance and focussed on Zain Kenya limited from which the data was collected and generalized to the entire Mobile Telecommunication Industry.

CHAPTER TWO: LITERATURE REVIEW

2.1 Environmental Factors on Corporate Performance

Organizations that promote organization environmental learning are better equipped to handle the ever-changing business environment. When an organization's leadership plans for the future it must take into account principle environmental factors. A company's ability to compete is affected by how well the leaders have learned to identify those factors, to demonstrate their company's significance, and to estimate the extent or magnitude of each of the factor's impact on the corporate strategy.

Pearce and Robinson (2002) identified four external forces economic, political, social and technological; each external factors influences corporate strategy. While these descriptions are generally accurate, they may give the false impression that the components and factors are easily identified, mutually exclusive, and equally applicable in all situations (Pearce and Robinson, 1985). In fact, forces in the external environment are so dynamic and interactive that the impact of any single element cannot be wholly disassociated from the impact of other elements.

There are two key aspects that contribute to the overall environmental factors of a corporate strategy: cost leadership and differentiation. Segal-Horn (2002) defines cost leadership as a strategy that strives to produce goods or services more cheaply than competitors. It stresses the efficient scale of facilities, the pursuit of cost reductions in manufacturing, and the minimization of expenses including product research and development (R&D), services, selling and advertising. Cost leaders try to supply a standard, no-frills, high volume product at the most competitive possible price. Differentiation as cited by Segal- Horn (2002) and Porter (1980) aims to create a product that is perceived as uniquely attractive. It emphasizes strong market abilities, creative and well-designed products, a reputation for quality, a good corporate image, and strong cooperation from marketing channels. The nature and magnitude of the predicted impact of a new strategic action is an important consideration in designing opportunistic strategies (Pearce and Robinson, 1985). After forecasting data is selected, a business must conduct impact studies to determine the overall consequences of implementing available alternative strategies. In the process, the firm will transform environmental data into situation-specific environmental information. A typical impact study involves a system view in assessing probable effects on their firm's strengths and weaknesses, operating environment, competitive position, and likelihood of achieving corporate objectives, grand strategies, and mission. Although impact studies are predominately subjective and intuitive, businesses attempt to develop objective estimates whenever possible. Firms increasingly employ such techniques as time trends and adaptive forecasting to increase objectivity of data analysis.

2.2 Internal Factors

2.2.1 Market Intelligence

Market intelligence according to Cornish is the process of acquiring and analyzing information in order to understand the market (both existing and potential customers) to determine the current and future needs and preferences, attitudes and behavior of the market and to assess changes in the business environment that may affect the size and nature of the market in the future (Cornish, 1997). It is the process of systematic collecting, selecting, opening up, analyzing, interpreting and distributing of internal and external gathered information, on a legal basis, from reliable internal, external and/or public sources for direct support of marketing decisions on all levels of the organization.

Market Intelligence is about providing a company with a view of a market using existing sources of information to understand what is happening in a market place, what the issues are and what the likely market potential is (Day, 1984).

Market intelligence yields competitive advantage through faster decision-making than competitors, better decision-making by information advantages, saving costs and directed investing. Market Intelligence helps to reduce uncertainty and creates a basis for strategic and operational marketing decisions. It encompasses facilitating decision-making and operational performance within organizations (Aaker, Kumar and Day, 1995).

According to Ettorre (1995) market intelligence helps in understanding the (fierce) market developments and their impact, noticing market developments and then acting pro-actively, stealing a march on competitors (reacting faster), helps in continuously knowing information available about external environment (competitors, markets, customers, brands, products, services, technologies, suppliers, legislation, etc.), well-founded decision-making and building and preserving competitive advantage.

2.2.2 Management Practices

Management practices must evolve and change to continue to meet the needs of an organisation. Over the years, this has given rise to a wide variety of management techniques, like scientific management, management by objectives, total quality management, risk management, and even crisis management. Numerous books on general business management each advocate some of these techniques. But for a small organisation good management is often a matter of using commonsense to determine what works in your particular circumstances. Increasingly, businesses are using two concepts to identify good management and measure management progress. Both these concepts are relevant to the running of museums, galleries and libraries.

Best practice involves examining the operations of a number of organisations and determining whose operations are most successful. Those organisations are deemed to have achieved best practice in those areas, and set the standard against which similar organisations are measured. Best-practice organisations are widely recognised as having achieved excellence in their fields.

Benchmarking is the process of comparing your current operations to those of an organisation which is recognised as having achieved best practice, in order to chart your progress towards achieving similar goals.

2.2.3 Social Responsibility

Certo (1997) defines social responsibility as a managerial obligation to take actions that protects and improves both the welfare of society as whole and the interests of the organization. In recent years there have been multiple corporate ethical issues that have influenced social views on corporate America. The number of high profile scandals, has adversely affected public's perception of corporate strategy as it relates to decisions that effect shareholder and employee interests.

2.2.4 Networking and Performance

Networks have long been hailed as essential to the survival of organizations (Blanco, Huguette, LeBrasseur and Nagarajan. 1996, Brodsky, 1993 and Shim and Eastlick, 1998). Management especially PR and marketing officers should value their ability to develop relationships. Hisrich and Brush (1987) suggested that support systems. mentors, and advisors; business associates and friends; participation in trade associations are the significant networks which are positively associated with business performance. According to Fraser (1995) and Wheeler (1995) the use of informal mentoring supportive relationships is one of the best ways of establishing a business and these relationships helped the new entrepreneur bypass the obstacles which impede growth, success, and personal fulfillment.

2.2.5 Goals, Motivations and Performance

An increasing number of scholars believe that the growth of a business is, at least in part, determined by the entrepreneur's motivation (Shane, Kolvereld and Westhead, 1991). Psychological motivations such as achievement, independence, and locus of control have received significant research attention to their influence on business start-up but less attention has been paid to their relationship to business performance (Brockhaus and Horwitz, 1986).

According to Brush (1990) individual motivations and goals such as profitability, revenues and sales growth have been found to be related to performance. Researchers found that entrepreneurs typically are motivated by a more complex set of objectives for starting a business. In addition, Hisrich and Brush (1987) found that individual motivations and owner/founder goals are related to performance where opportunity motivation was related to survival and independence was associated with "no growth". As a result, motivation shows a strong relationship to performance (Lerner et al., 1997). It can be an important explanatory variable to firm performance (Miner, 1990, Miner, Smith and Bracker, 1992 and Wiklund, 1998) as far as entrepreneurs are concerned.

In Malaysia, Nordin's study (2005) revealed that the psychological motives such as self satisfaction and the search for independence and supportive environmental factors such as industry sector and source of finance affect entrepreneurs from Terengganu in exerting themselves into businesses.

2.3 External factors

2.3.1 Technology

Technology factors are the scientific advances, which influence the competitive position of the enterprise. Maintaining awareness of new technologies decreases the probability of becoming obsolete and promotes innovation. Advancements in technology can impact the transformation plan in many ways. New technology can change the demand for a product, render current manufacturing processes obsolete, reduce costs to undercut competitors, produce new products and a host of other possibilities (Smallbone and Welter, 2001).

Corporations that depend on technology for their success are becoming increasingly concerned with the developments in their industry. The mobile telecommunication industry has been greatly affected by technological advancement such as the introduction of fibre optic cable, Wimax technology e.t.c. This will complement business –level strategies (Wheeler, 1995). According to Porter (1988) making a decision to become a technological leader or follower may be a way to achieve either overall low cost or differentiation.

Creative technological adaptation can support possibility for new product and can also be used for improvements in existing products or in manufacturing and marketing techniques (Porter, 1988). A technological breakthrough can have a sudden and dramatic effect on a firm's environment. It can spawn sophisticated new markets and products or significantly shorten the anticipated life of manufacturing facility.

Technological forecasting is one method used by firms to protect and improve profitability in growing industries. It alerts strategic managers to both impending challenges and promising opportunities. The key beneficial forecasting of technological advancement lies in accurately predicting future technological capabilities and their impacts (Smallbone and Welter, 2001).

2.3.2 Customer Value

Company personnel should have a clear definition of what quality means in the job, department and throughout the company. Customer value should be developed from a customer's perspective and communicated as a written policy. Thinking in terms of customer broadens the definition of quality to include efficiency and responsiveness. Said another way, quality to your customers often means that the product is priced competitively (efficiency) and that you provide it quickly and adapt it when need be (responsiveness). Customer value is found in the combination of all three-quality, price, and speed.

Customer value perceptions are also found to significantly impact and drive consumers' post-purchase intentions, for example, repurchase intent, word-of-mouth referrals, customer commitment and loyalty in off line (Brady and Robertson, 1999 and Christou and Kassianidis's, 2003) and mobile environments (Pura, 2005). Thus, the extension and further investigation of both utilitarian and emotional customer value strategies in mobile phone services becomes crucially important. Initial conceptualizations of value were mainly price-based. For example, Thaler (1985) claimed that customer value perceptions result from comparisons between various price structures (that is the advertised selling and reference price, internal reference price) while Monroe (1990) proposed that customer value is the weighted sum of acquisition and transaction value.

Zeithaml's (1988) common conceptualization of value as a “get-versus-give” model has helped to broaden the concept of value by linking it to a wide array of antecedents that represent not only what consumers give but also what they get from the consumption experience. Parasuraman and Grewal (2000) further extended the dimensions of customer value by identifying utilitarian benefits in different stages of the product consumption process: acquisition, transaction, in-use, and redemption value. However, their customer value conceptualization was again price-based ignoring other types of sacrifices; for example, the perceived sacrifice may also include non financial aspects such as time, search costs and physical or mental effort that the customer has to give for consuming the service (Dodds and Monroe. 1991). Initial conceptualizations of value also tended to measure value as a single overall value construct, for example. "fair price", "good value" (Baker et al., 2002 and Sweeney and Soutar, 1999), "value for money" and "meeting quality and price requirements" (Baker, Parasuraman, Grewal and Voss, 2002) or to use a multi-item scale to measure perceived value as a one-dimensional construct that traditionally has emphasized price perceptions (Grewal et al., 2002, Baker et al., 2002, Brady and Robertson, 1999 and Sweeney and Soutar, 1999). The one-dimensional conceptualization of value is effective and important, but it cannot discern the complex nature of perceived value. the multi-dimensionality of decision making and the full representation of perceived customer benefits and sacrifices (both utilitarian and emotional).

2.3.3 Regulation

Regulation can be considered as legal restrictions promulgated by government authority. One can consider at least two levels in democracies legislative acts, and implementing specifications of conduct imposed sanction (as a fine). This administrative law or implementing regulatory law is in contrast to statutory or case law.

Regulation mandated by a state attempts to produce outcomes which might not otherwise occur, produce or prevent outcomes in different places to what might otherwise occur. or produce or prevent outcomes in different timescales than would otherwise occur. Common examples of regulation include attempts to control market entries, prices, wages, pollution effects, employment for certain people in certain industries, standards of production for certain goods, the military forces and services. The economics of imposing or removing regulations relating to markets is analysed in regulatory economics.

The main elements of the sweeping product market reforms implemented over the past two decades were: privatization; liberalization of potentially competitive markets; and procompetitive regulation of natural monopoly markets. To gauge the extent of these reforms, we use a new set of cross-country quantitative indicators of regulatory reform to reflect regulation in particular areas, in particular industries and in the overall economy. The indicators measure to what extent competition and firm choices are restricted in industries and areas where there are no prior reasons for government interference, or where regulatory goals could plausibly be achieved by less coercive means.

2.3.4 Creditors

Most businesses purchases goods and services much like a consumer. However, they do so to large extent on credit as they are able to get discounts or other incentives to buy in bulk. When businesses buy goods and services on credit the business that holds the note or paper is referred to as a creditor. A firm's power and prestige in domestic markets may be significantly enhanced with the right credit resources. Enhanced prestige can translate into a better negotiating position with other creditors, suppliers, distributors and other important groups (David, 2003).

2.3.5 Customers

Customers are an essential part of any business, without the customer there would be no need for the business. Regardless of the product or service provided, a business must be able to leverage their marketing and production to ensure they satisfy consumer demand. Hammonds (2003) cites Zuboff and Maxmin (2000) in his Fast Company article "People, have changed more than the commercial organizations. A new opportunity is found in that chasm that separates individuals and organizations. In it lies the key to a new economic order with vast opportunities. Companies that learned to change with their customers will benefit from expanding consumer confidence and increased buying.

2.3.6 Labor Market

Just as customers are a key element of business success so are the employees that an organization hires to represent their interests. Having quality human resources is very important. The lack of talented people can cripple a company and foster a negative customer experience, which could potentially lead to customer dissatisfaction. To grasp the impact of company's employee turnover level, you must first have a sense for the performance levels of the leavers and whether you could have had any influence over an employee's decision to depart. However, in these times of high employee mobility and two-career couples, some employees may leave a firm for reasons unrelated to their jobs (Becker, Huselid and Ulrich, 2001). Turnover is one reason organizations must tap into the labor market to fill open positions. A strategic Human Resources partner can be a key asset in developing a plan to address future employee needs.

2.3.7 Suppliers

The role of the supplier is similar to that of the creditor in that the business is relying on a third party to supply customer demand. In the case of the supplier an organization could be procuring parts, services or other tangible goods to create or enhance a product or service for sale. Bargaining power of suppliers affects their ability to raise prices. Suppliers are likely to be powerful if: they have few competitors, each individual purchase represents only a small amount of their company's sales, there are not good substitutes of the product purchased, and the product or service is unique (Dobbins, 2003). Suppliers play a key role in such transactions; poor production or planning could devastate the sale of a business.

2.3.8 Competition

Every business has external peers that perform similar functions within their professional discipline. These peers are considered competitors and they are rival producers of goods or services. These competitors contribute to the overall industry by their ability to deliver goods and services of high caliber at competitive prices. Competition is good from a market perspective as it gives consumers choices and provides the businesses and opportunity to create a niche. In Elli (2002) identifies six strategies to apply in strategy formulation. The fourth strategy he identified was understanding one's competition's weakness and then exploiting it. He cites Blockbusters late fee drill as an example of how a new competitor, Netflix, could influence customers to try their product over Blockbuster. With Netflix, there are no late fees, and you can keep a movie for as long as you like. Competitors are purchased as a strategic move to gain market share for example Whole Foods Market Inc spent $38 million in stock in acquiring Fresh and Wild Holdings Ltd, a U.K. natural and organic food chain (Chainstoreage.com, 2004).

Effective competition in telecommunications delivers cheaper and better products to consumer, a fact which will allow most of mobile phone users to stay in contact with work, families or even friends. The inherent difficulty of implementing effective regulation constitutes a powerful argument in favour of policies to encourage competition. Moreover, the universal service problem arises in part because monopolies have an incentive to provide less service than the market can support, so that in a nation that is likely to have weak regulation the universal service goal is a reason for permitting competition. But creating a competitive telecommunications industry is far from an easy task. The first step is to eliminate regulatory entry barriers. This task is easier said than done, because in almost all countries regulation typically requires that all firms obtain a license or franchise, and then the entrant, like the incumbent, must satisfy requirements about filing tariffs and sometimes cost information.

The wave of industry deregulation together with the receptive capital markets of the early 2000s paved the way for a rush of new entrants. New technology is prompting a raft of substitute services. Nearly everybody already pays for phone services, so all competitors now must lure customers with lower prices and more exciting services. This tends to drive industry profitability down. In addition to low profits, the telecommunication industry suffers from high exit barriers, mainly due to its specialized equipment. Networks and billing systems cannot really be used for much else, and their swift obsolescence makes liquidation pretty difficult.

The level of competition in local calls and inter-exchange carriage has been limited up to the present under the duopoly arrangements. There have nevertheless been real reductions in local call charges under the price capping arrangements and in response to the threat of direct competition. Recent developments in broadband network roll-out, the mobiles market and rapid development in technology suggest that significant direct competition will soon be present.

The introduction of open competition since 2003 has brought new market entrants and further enhances competitive pressures in the market. The arrangements to apply from July 1997 will provide a technology neutral regulatory framework for the telecommunications sector. Substantial reliance will be placed on industry self-regulation underpinned by general competition law augmented with special provisions which recognise the particular requirements of the industry. The reaction of the industry and public to the proposed new arrangements has been favourable with wide acceptance that they provide a balanced approach to the introduction of open competition.

2.3.9 Political

The current political climate can influence the types of legislation that can influence corporate spending or tariffs on goods and services. Political factors can be restrictive or beneficial. Restrictive factors are those factors that limit profits; such as constraints placed on enterprise through fair-trade laws, antitrust laws, tax laws, minimum wage legislation or pollution laws as cited in Pearce and Robinson, (1985). Examples of this would be luxury taxes on big-ticket items or capital gains taxes. Governmental influences are of particular interest to those enterprises that operate in foreign countries where the political environment is volatile and information is scarce.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This was a case study on Zain Kenya Ltd aimed at determining the factors that influence its performance as a Mobile Phone Operator in Kenya. Kandie (2001) argues that a case study is a form of analysis where studies are done on institutions and from the study, data generalization and inferences are drawn. In general, a case study is a study that has been narrowed down to a specific unit but comprehensive enough to give representative information for similar units operating in the same environment. The use of case study in research is of particular importance taking in to account the advantages that come along with it. It is the easiest research free form material bias and enables one to study intensively a particular unit.

3.2 Data Collection Method

The study used primary data which was collected using an interview guide. An interview guide is a set of questions that has been preset for an interview and used as a guideline during the interview (Mugenda and Mugenda, 2003). The data was collected from the Corporate Strategy Manager of Zain Kenya Ltd. Since the Corporate Strategy Manager is accorded a wide continuum of responsibility in any corporate organization, data collected from him/her furnished the study with an objective and the most precise data on the factors determining the performance of Zain Kenya Ltd. The interview guide was administered through a personal interview so as to yield the highest quality and quantity of data owing to fact that personal interviewees allows for flexibility in the questions asked and the interviewer can explain to the interviewee a question he/she does not understand.

3.3 Data Analysis and Tools

Data collected was purely qualitative and it was analyzed by content analysis. Content analysis is any technique for making inferences by objectively and systematically identifying specified characteristics of messages (Ole, 1969). According to Neuendorf (2002), content analysis is an in-depth analysis using qualitative techniques of messages using a scientific method such as attention to content of information, repetition of themes, a priori design. generalizability and replicability and is not limited as to the types of variables that may be measured or the context in which the messages are created or presented. The data analyzed through the content analysis was presented in prose.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter discusses data findings, analysis, interpretation and presentation on the factors influencing the performance of Zain Kenya Ltd. Data was analyzed using thematic content analysis. The data was collected from the Corporate Strategy Manager of Zain Kenya Ltd, who was the only interviewee sampled for the study, using interview guide making a response rate of 100% and the data findings presented in prose.

4.2 Factors Influencing Performance of Zain Kenya Ltd

The study sought to find out how Zain Kenya Ltd, as an organization, define performance and found out that the Company define performance as getting the job done, execution, achievement, accomplishment the result that it aimed at as stipulated in the company's short-term or long-term missions or goals. The interviewee further said that the company measure performance (success in meeting pre-defined objectives, targets and goals) must be quantifiable and is benchmarked against some Key Performance Indicators such as increase profit, cost minimization, increase in market share, sales turnover, customer satisfaction, management effectiveness, employee performance et cetera.

To the question on the environmental factors that affect Zain Kenya Ltd, the interviewee intimated that the company is surrounded by environmental factors that affect Zain performance such as competition, political and regulation environment, customer demand their social life, conditions labour market, level of technology and economic conditions. The interviewee explained that these environmental factors negatively influence performance of Mobile Phone Operators. According to the interviewee, Communication Commission of Kenya (CCK) new regulation of the Mobile Phone Operators announcing their new pricing strategy 30 days before implementation is perceived to bring about unfair playing field in the industry. The level of competition also affects the performance of the Company since it has to respond to the competitors' strategies in order to stay profitable.

On whether the Company make environmental analysis, the interviewee said that Zain Kenya Ltd do make environmental analysis in a regular basis so as to identify threats and opportunities in the external environment and spot the internal strengths and weaknesses. According to the interviewee, environmental analysis ensures that the threats from external environment such as new product development are mitigated and opportunity such as unexploited market need are identified and turned into business. According to the findings, the internal environment weaknesses are eradicated or minimized and internal strengths such as skilled labour are put into strategic use to the improvement of the companies' performance.

On the question on some of the strategic plans that the company has engaged in to boost its performance, the study found that 25% reduction in data service rates enhances competitiveness in data business market. Zain Kenya in response to Safaricom's massive 3G internet push, launched its own special bundle and differentiated its data services by offering unlimited monthly internet access as well as a free USB modem for only Ksh. 2,990.00 per month, down from Ksh3999 charged before. The company also lowered its call rates from a minimum of Ksh12 to a minimum of Ksh3 and further differentiated its services/tariffs by introducing unlimited call rates that were offered at Ksh 65 which later was lowered further to Kshs 20. The interviewee further said that in order to increase the employees' performance. Zain Kenya Ltd offered the best remuneration than its competitors in the industry making Safaricom Ltd to even loose some of its employees to the company. These the interviewee said that culminated into Zain making a lot of losses, Kshs. 7.2 billion, ever being witnessed in the history of Kenya in a single year in spite of it increasing its market share to 18% from having lowered Safaricom's from 80% to 77% and obtaining the highest revenue sale from voice calls alone.

To the question on the internal factors that have favoured Zain Kenya Ltd, the interviewee intimated that Zain had very competent management whose management practice, bottom-up approach, has bolstered employees' morale and commitment towards achieving at the

Company's goals and objectives. The Company also enjoys clarity in voice calls owing to the fact that it has the widest network coverage, 80%, than any Mobile Phone Operator in Kenya and has highly diversified its services which presently are data, voice, SMS and money transfer. This, according to the interviewee, cushions the company against fluctuation in demand for a particular product. The Company is also part of a large corporation called Zain Group, operating in 7 countries in the Middle East and 15 African countries; hence its losses were covered by the profits made in other countries.

To the question on some of the external factors that have affected the company's performance, the interviewee intimated that external factors such as competition from the three Mobile Phone Operators led to the company adopting low pricing strategy that made it make huge losses; demand for good employment terms and higher remuneration in labour market made the Company increase its remuneration which heavily increase its expenses. Market demand for affordable money transfer service made the Company introduce ZuKu which is current the cheapest having a withdrawal fee of only Ksh10 as compared to Safaricom's M-pesa which is Ksh30.

To the question on whether the company engages in building customer knowledge and how it has impacted on the company's performance, the interviewee said that Zain as part of its strategy strives to understand its customers, their needs, wants and aims to align its processes, products and services to build real customer relationships. It has done this through customer relationship management department which does this by gaining, sharing and expanding knowledge of (inside) the customer, individual or group experiences in applications of its services, competitor behavior from these possible future solutions are made. This made the company increase its market share to 3.08 million in 2008 up from 2.1 million in 2007.

To the question on whether the company take advantage and react to the technology change, the interviewee confided that the company does. Zain Kenya Ltd through adoption of technology currently has 80% of network coverage and enjoys voice clarity. In embracement of technology, Zain plans to upgrade its data services to 3G speed which will increase the internet connectivity speed. The interviewee said that this has increased its performance and customer loyalty as people view its services as superior and effective and also increased employees' motivation being that they operate efficient system.

On how the company use its human resources to improve its performance, the data findings indicated that Zain Kenya Ltd make the employees feel the ownership in the company through adoption of a bottom-up approach whereby the employees engage in strategy formulation, conducts performance-based remuneration and market-based pay which increases the employees commitment, provide proper health insurance for the employees, create environment that fosters learning and development of leadership skills whereby employees work in teams, opening dialogue between different layers of an operation; robust, dynamic and flexible performance management system called Zain Dialogue which encourages horizontal and vertical communication channels and leveraging diverse cultures and creating an environment in which make all excel. The company's human resource philosophy consists of the 'five Fs'; future which is vigorous pursuant of the company's vision as a leading global company in the telecommunications industry, fitness which is striving to achieve the agility and the flexibility to adapt to the challenges of new markets and competition and the changing needs of expansion. The third f is fun through its corporate culture which is conducive to an enjoyable work environment for all employees. The fourth f is freedom; its corporate culture is designed to promote openness which employees can work and express their views without fear and the last 'f' is fortune being a 'company of choice' for anyone considering a career in the telecommunications industry due to the development and growth opportunities it offer employees.

To the question on how the Company has employed product/service differentiation to boost its performance, the data findings indicated that Zain's has engaged in massive service differentiation such as offering blocks of rates like Ksh3 to preferred numbers while the rest are charged at Ksh10 and purchase of Ksh50 airtime and talk to one more for free for three days.

To the question on how the Kenyan regulations affect the Company's performance, the interviewee intimated that the regulation imposed by CCK and Central Bank of Kenya being that it offers money transfer services affects its operation and hence its performance. CCK licensing of two more operators and additional data services providers has affected the Company's performance in the two services it provides. According to the interviewee, licensing of the two additional competitors made the company announce deep tariff cuts in order to win as much market share as possible and stay competitive.

The interviewee further said that the Company has adopted strategies to mitigate the negative influences of regulation such as partnering with other companies so as to provide other services such as partnership with Kenya Commercial Bank in provision of Zuku. The Company further engages in service and geographical diversification so as to mitigate the risk of stringent regulation in one region and on a single service or product.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion

The study's findings indicated that according to Zain Kenya Ltd, Performance is success in meeting pre-defined objectives, targets and goals which is quantifiable as benchmarked against some Key Performance Indicators such as increase profit, cost minimization, increase in market share, sales turnover, customer satisfaction, management effectiveness, employee performance.

The study further found that Zain's performance was affected by the environmental factors such as competition, political and regulatory environment, customer demand and their social life, conditions in the labor market, level of technology and economic conditions; most of which negatively influenced performance.

On whether the company makes environmental analysis and its influence on its performance, the study findings indicated that Zain Kenya Ltd does make environmental analysis on a regular basis so as to identify threats and opportunities in the external environment and spot the internal strengths and weaknesses. This according to the findings ensured that the threats from external environment such as competitors' new product development are mitigated and opportunities such as unexploited market needs are identified and turned into business. This also ensures that internal environment weaknesses are eradicated or minimized and internal strengths such as skilled labor are put into strategic use so as to realize improvement in the companies' performance.

On some of the strategic plans that the company had engaged in to boost its performance, the study findings indicated that the company had reduced its internet charges 25%, from Ksh3,999 to Ksh2,990 per month, so as to enhance its competitiveness in data market as a response to Safaricom's massive 3G internet push. The company also lowered its call rates from Ksh12 to Ksh3 and further differentiated its services/tariffs by introducing unlimited call rates that were offered at Ksh 65 which later was lowered further to Ksh 20. The Company has also diversified its services; data, voice, SMS and money transfer, so as to cushion the company against fluctuation in demand in a particular product.

On the internal factors that have favored Zain Kenya Ltd, the study found that Zain had very competent management whose management practice, bottom-up approach, had bolstered employees' morale and commitment towards achieving at the Company's goals and objectives. The Company is also part of a large corporation called Zain Group, operating in 7 countries in the Middle East and 15 African countries which enhances it competitiveness owing its exposure and experience in other countries.

On some of the external factors that have affected the company's performance, the study found that factors such as competition from the three Mobile Phone Operators affected the company performance negatively since it had to adopt cost leadership strategy that made it make huge losses; demand for good employment terms and higher remuneration in the labor market made the Company increase its remuneration which increased its expenses. The study further found that, market demand for affordable Money Transfer Service made the Zain introduce Zuku which is current the cheapest money transfer service having a withdrawal fee of only Ksh10 as compared to Safaricom's M-pesa which is Ksh30.

The study also found that Zain engages in building customer knowledge as part of its strategy. It strives to understand its customers, their needs, wants and align its processes, products and services to build real customer relationships. Zain did this through customer relationship management department which was able to accomplish this by gaining, sharing and expanding its knowledge of the customers, individual or group experiences in applications of its services and competitors' behavior. According to the study's findings, customer knowledge made the Company increase its market share to 3.08 million in 2008 up from 2.1 million in 2007.

On whether the company takes advantage and react to the technology change, the study found that Zain Kenya Ltd through adoption of technology currently has 80% of network coverage and enjoys voice clarity and plans to upgrade its data services to 3G speed which will increase the internet connectivity speed. This is expected to lead to better performance and increased customer loyalty as people will view its services as superior and effective.

On how the company use its human resources to improve its performance, the study indicated that Zain Kenya Ltd's human resource philosophy consists of the 'five Fs'; future which is vigorous pursuant of the company's vision as a leading global company in the telecommunications industry, fitness which is striving to achieve the agility and the flexibility to adapt to the challenges of new markets and competition and the changing needs of expansion. The third 'f' is fun through its corporate culture which is conducive to an enjoyable work environment for all employees. The fourth 'f' is freedom; its corporate culture is designed to promote openness which employees can work and express their views without fear and the last 'f' is fortune being a 'company of choice' for anyone considering a career in the telecommunications industry due to the development and growth opportunities it offer employees. The study further found that Zain use bottom-up approach whereby the employees engage in strategy formulation, conducts performance-based remuneration and market-based pay hence increasing its employees commitment. The Company also provides proper health insurance for the employees and creates environment that fosters learning and development of leadership skills.

On how the Company has employed product/service differentiation to boost its performance, the study's findings indicated that Zain has engaged in massive service differentiation such as offering blocks of rates like Ksh3 to preferred numbers while the rest are charged at Ksh10 and by purchase Ksh50 airtime a customer can choose one Zain subscriber whom he can call free of charge for three days.

On how the Kenyan regulations affect the Company's performance, the study found that regulations imposed by Communication Commission of Kenya (CCK) and Central Bank of Kenya, being that it offers money transfer services, affects its operation and hence its performance. CCK's licensing of two more operators and additional data services providers has affected the Company's performance in the two services it provides which made the company announce deep tariff cuts in order to win as much market share as possible and stay competitive. The study found that the Company adopted strategies to mitigate the negative influences of regulation such as partnering with other companies so as to provide some services such as partnership with Kenya Commercial Bank in provision of Zuku. The Company further engages in service and geographical diversification so as to mitigate the risk of stringent regulation in one country or on a single service or product.

5.2 Conclusions

Based on the data findings presented in chapter four above. the study concludes that there are variety of factors that have affected Zain Kenya Ltd performance such as environmental factors; competition, political and regulatory environment. customer demand. conditions in the labor market. level of technology and economic conditions in the country.

The study concludes that internal factors such as management practice, quality of service, network coverage, product differentiation and scope and scale of services offered. Zain services diversification further is seen in offering blocks of rates like Ksh3 to preferred numbers while the rest are charged at Ksh10 and by purchase Ksh50 airtime a customer can choose one Zain subscriber whom he can call free of charge for three days. Zain also has very competent management whose management practice, bottom-up approach. boosts employees' morale and commitment towards achieving at the Company's goals and objectives.

Adoption of technology which has made it possible for the Company to claim 80% network coverage has also enhanced its performance. Scope of services it offers such as data, voice, SMS and money transfer has also increased its performance in the market. The scale of operation of the Company being that it operates in more than 24 countries enabled it gain experiences and exposure making Zain Kenya make informed decisions.

The study also concludes that regulations imposed by Communication Commission of Kenya (CCK) and Central Bank of Kenya (CBK) affect its competitiveness in data, voice and money transfer services. CCK decision in increasing the number of Mobile Phone Operators it licenses negatively affected Zain's its profitability while the CBK's regulations in streamlining Money Transfer Services negatively affected the company's performance.

5.3 Recommendations

The study recommends that in as much as Zain Kenya Ltd engages in cost leadership strategy (minimization of service rates), it should ensure that it does not reduce the rates below break even point so as to avoid making losses as it had incurred in the last financial year (2008). The company should engage more in service and product differentiation to cater for the different market segments.

5.3 Limitations of the Study

The study was only conducted on Zain Kenya Ltd and since different companies have different characteristics, factors that affect the performance of all the Mobile Phone Operators may differ hence this study may not present exhaustively the factors that affect performance of Mobile Phone Operators. Being that some information were proprietary and confidential the interviewee took discretion in disclosing some internal factors that affects the Company's performance despite being assure of proprietary measures that the information was to be accorded.

The study further faced time and financial constraint owing to the limited time and budgetary outlay that the research was accorded. The study however conducted research on a single manager at the Company's headquarters so as to mitigate against monetary and time constraints.

5.5 Recommendations for Further Research

The study suggest that further research be done on other Mobile Phone Operators so as comprehensively investigate the factors affecting performance of Mobile Phone Operators given that different companies have different factors that affect their performance. The study further suggests that further studies be done on the strategic responses of Mobile Phone Operators to factors affecting their performance.

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APPENDICES

Appendix I: Introductory Letter

Dear Sir/Madam,

REF: REQUEST TO CARRY OUT RESEARCH ON FACTORS THAT INFLUENCE THE PERFORMANCE OF MOBILE PHONE OPERATORS IN KENYA

I am a student at the University of Nairobi, pursuing a Master's degree in Business Administration (MBA). As a requirement in fulfilment of this degree, I wish to carry out a study that shows factors that influence the performance of mobile phone operators in Kenya.

I have chosen your Zain Kenya Ltd because it performed quite well in 2008 by gaining at least 5% market share, an accomplishment that has defeated other mobile telecommunication providers in Kenya. I therefore, ask for an appointment with you so that I conduct an interview on the factors influencing the performance of Zain Kenya Ltd.

The information obtained on factors influencing the performance of your company through this study shall be treated as confidential and will be purely for the purpose of academic research. A final copy of the project will be availed to you at your request.

Your cooperation will be highly appreciated. Thank you in anticipation.

Yours Faithfully,

Vincent Etemesi,

D61/70253/2007

Appendix II: Interview Guide

1. How do you define performance according to Zain's perspective?

2. What are the environmental factors that affect Zain Kenya Ltd performance?

3. Does the company make environmental analysis regularly and on what basis?

   a) How has the environmental analysis determined the Company's performance?

4. What are some of the strategic plans that the company has engaged in order to boost its performance?

   a) How do the strategic planning practices adopted enhance the Company's performance?

5. What are the internal factors that have favoured the Company's performance over time?

6. What are some of the external factors that have affected the Company's performance?

7. Does the Company engage in building customer knowledge and how has it affected the performance of the company?

8. Does the company take advantage of/reacting to technology change? How has this impacted on its performance?

9. How does the Company use its human resources in order to improve its performance?

10. How has the company employed product/service differentiation to boost its performance?

11. How do the Kenyan regulations affect Zain Kenya Ltd performance?

12. Has the Company adopted any strategy to mitigate the negative influences that regulation have on its performance?

Thank You for Your Time and Cooperation.

Appendix III: Budget Schedule

ITEM		COST
PROPOSAL WRITING		
Printing of 38 pages @ Kshs. 30		1,140.00/-
a. Reproduction 6 copies @ Kshs. 80		4,800.00/-
b. Binding 6 copies @ Kshs. 50		300.00/-
c. Travelling Expenses		4,000.00/-
d. Subsistence		4,000.00/-
e. Miscellaneous expenses		3,000.00/-
	17,240.00/-	

PRODUCTION OF THE FINAL DOCUMENT

- Data collection	3,000.00/-	
- Books and reading material	5,000.00/-	
- Data analysis and computer runtime	5,000.00/-	
- Printing 70 pages @ Kshs. 30	2,100.00/-	
- Reproduction 6 copies @ Kshs. 40	8,400.00/-	
- Binding 5 copies @ Kshs. 1,000/-	5,000.00/-	
- Miscellaneous expenses	4,000.00/-	
		32,500.00/-

GRAND TOTAL	49,800.00/-

Appendix IV: Time Plan

Phase	Description	Number of weeks										
		1	2	3	4	5	6	7	8	9	10	11
1	Data collection 3 weeks											
2	Data analysis 2 weeks											
3	Result writing 2 weeks											
4	Report writing 2 weeks											
5	Compilation and presentation											