

Relationship Between Mobile Marketing And Organizational Profitability. A Case Of Harris International Ltd, Kampala

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Abstract

The study investigated the relationship between mobile marketing and organizational profitability at Harris International Ltd in Kampala, Uganda. Employing a descriptive correlational research design, data was collected from 82 respondents through structured questionnaires and analyzed using SPSS version 25. The findings revealed a significant positive relationship ($r=0.716$, $p<0.01$) between mobile marketing strategies and organizational profitability. The study concluded that mobile marketing initiatives, including SMS campaigns, mobile applications, social media mobile engagement, and mobile-optimized websites, substantially enhanced customer reach, engagement, conversion rates, and ultimately organizational profitability. Recommendations included diversifying mobile marketing channels, investing in personalized mobile content, integrating mobile marketing with customer relationship management systems, leveraging data analytics for targeted campaigns, and allocating adequate budgets to sustain and expand mobile marketing activities for continued profitability growth.

Keywords: Mobile marketing, organizational profitability, SMS marketing, mobile applications, customer engagement, digital marketing, Harris International Ltd, Kampala, Uganda, return on investment

1.0 Background of the Study

The digital revolution fundamentally transformed marketing landscapes globally, with mobile technology emerging as one of the most disruptive and influential forces in contemporary business environments (Sophie & Crispus, 2024). Mobile marketing, defined as the use of mobile devices and technologies to promote products and services, gained unprecedented prominence due to exponential smartphone penetration, internet accessibility, and changing consumer behaviors (Alex & Julius, 2024). Globally, mobile devices accounted for over 60% of internet traffic by 2020, compelling organizations to recalibrate marketing strategies toward mobile-first approaches (Allan et al., 2023). In Uganda, mobile phone penetration reached approximately 65% by 2022, with over 28 million mobile subscriptions in a population of 45 million, creating vast opportunities for mobile marketing deployment (Jallow et al., 2022).

Harris International Ltd, established in 1998, operated as a leading commercial enterprise in Kampala, Uganda, specializing in fast-moving consumer goods (FMCG) distribution, retail operations, and wholesale trading (Christopher & Felex, 2022). The company managed an extensive product portfolio spanning beverages, food products, personal care items, and household goods, serving thousands of retail outlets across Uganda's urban and peri-urban markets (Jallow et al., 2022). With headquarters in Kampala's industrial area and a workforce exceeding 350 employees, Harris International Ltd positioned itself as a major player in Uganda's competitive FMCG sector, generating annual revenues exceeding UGX 80 billion by 2021 (Amos et al., 2024).

The Ugandan FMCG sector experienced intensifying competition characterized by market saturation, price wars, evolving consumer preferences, and increased multinational corporation presence (Ariyo, 2023). Traditional marketing approaches including television, radio, print media, and outdoor advertising faced limitations including high costs, limited targeting capabilities, declining reach among younger demographics, and challenges in measuring return on investment. These constraints prompted progressive organizations to explore alternative marketing channels offering cost-efficiency, precise targeting, real-time engagement, and measurable outcomes (Promise et al., 2024).

In 2018, Harris International Ltd initiated mobile marketing strategies to address declining market share, stagnant customer acquisition, and increasing customer acquisition costs (Ahumuza et al., 2025). The company deployed multiple mobile marketing tactics including SMS promotional campaigns, mobile application development for product catalogs and ordering, WhatsApp Business for customer service, social media mobile advertising, and mobile-optimized website development (Filstar, 2023). These initiatives aimed to enhance customer engagement, increase brand visibility, drive sales conversions, reduce marketing costs, and ultimately improve organizational profitability (Ahumuza et al., 2025).

Mobile marketing offered theoretical advantages including ubiquitous reach, personalization capabilities, immediate customer interaction, location-based targeting, cost-effectiveness compared to traditional media, and superior analytics for campaign optimization (Ahumuza et al., 2025). However, empirical evidence quantifying mobile marketing's actual impact on organizational profitability in Uganda's FMCG sector remained limited and fragmented. Most existing studies focused on telecommunication companies or banking sectors, leaving knowledge gaps regarding FMCG distribution and retail contexts (Promise et al., 2024). Questions persisted regarding whether investments in mobile marketing translated into tangible profitability improvements, which mobile marketing tactics generated highest returns, and what challenges hindered mobile marketing effectiveness (Sophie & Crispus, 2024). This study therefore examined the relationship between mobile marketing and organizational profitability at Harris International Ltd, contributing empirical insights to inform strategic marketing investment decisions in Uganda's evolving commercial landscape (Julius & Matovu, 2025).

2.0 Problem Statement

Despite significant investments in mobile marketing initiatives since 2018, Harris International Ltd faced uncertainties regarding the actual impact of these strategies on organizational profitability (Arinaitwe J, 2024). The company allocated approximately 35% of its marketing budget to mobile channels, representing substantial financial commitments that required empirical justification through demonstrated profitability improvements (Gracious, 2023). While management observed increased customer engagement metrics including SMS open rates, mobile application downloads, and social media interactions, the direct linkage between these engagement indicators and bottom-line profitability remained unclear (Gracious, 2023).

Prior to mobile marketing adoption, Harris International Ltd relied predominantly on traditional marketing channels, achieving moderate profitability margins averaging 8-12%. However, escalating traditional media costs, declining

effectiveness, and competitive pressures necessitated marketing innovation (Winny et al., 2023). Mobile marketing implementation aimed to reverse declining market share and improve profitability, yet systematic evidence quantifying this relationship was lacking. Furthermore, the company experienced challenges including low mobile application adoption rates, limited customer response to SMS campaigns in certain demographics, technical difficulties with mobile payment integration, and concerns about data privacy affecting customer trust (Tasha et al., 2023).

Existing literature predominantly examined mobile marketing in developed economies or focused on service industries, leaving knowledge gaps regarding FMCG distribution contexts in developing markets like Uganda (Wegulo et al., 2023). Without empirical evidence establishing mobile marketing's contribution to profitability, management lacked data-driven guidance for optimizing mobile marketing investments, determining effective channel mix, and justifying continued budget allocations against competing organizational priorities (Paul et al., 2023). This study therefore investigated the relationship between mobile marketing and organizational profitability at Harris International Ltd to provide evidence-based insights for strategic marketing decision-making.

3.0 Objective of the Study

To examine the relationship between mobile marketing and organizational profitability at Harris International Ltd, Kampala, Uganda.

4.0 Methodology

This study employed a descriptive correlational research design to examine the relationship between mobile marketing and organizational profitability at Harris International Ltd. The descriptive component enabled comprehensive characterization of mobile marketing practices and profitability indicators, while the correlational aspect facilitated quantitative analysis of relationships between variables (Nafiu, 2012). This design was appropriate because the study sought to establish associations rather than causal relationships in a natural organizational setting where experimental manipulation was neither feasible nor ethical.

The study population comprised 110 individuals directly involved with or affected by mobile marketing and organizational performance at Harris International Ltd, including senior management, marketing department staff, sales representatives, customer service personnel, information technology staff, and selected key account customers with business knowledge (Olanrewaju et al., 2021). Using Slovin's formula at 95% confidence level and 5% margin of error, a sample size of 86 respondents was calculated. Stratified random sampling was employed to ensure proportional representation across stakeholder categories, with random selection within strata minimizing bias and enhancing sample representativeness (Nafiu et al., 2017).

Data collection utilized structured questionnaires as the primary instrument, supplemented by secondary data from company financial records. The questionnaire comprised four sections: demographic information, mobile marketing practices (including SMS marketing, mobile applications, social media mobile engagement, mobile website optimization, and mobile advertising), organizational profitability indicators (revenue growth, profit margins,

customer acquisition costs, customer lifetime value, and return on marketing investment), and perceived mobile marketing challenges (Julius, 2024). Items employed a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Secondary data included audited financial statements for 2018-2023, marketing expenditure reports, and customer analytics dashboards tracking mobile marketing campaign performance (Kazaara & Julius, 2025).

The questionnaire underwent content validity assessment through expert review by three university faculty members specializing in marketing and business management, whose recommendations informed instrument refinement (Julius & Nancy, 2025). Construct validity was ensured through alignment of questionnaire items with established mobile marketing and profitability theoretical frameworks. Reliability testing through pilot administration to 12 respondents from a similar FMCG company yielded a Cronbach's alpha coefficient of 0.867 for mobile marketing items and 0.891 for profitability items, confirming excellent internal consistency. The pilot sample was excluded from the main study (Ahumuza et al., 2025).

Data collection occurred over six weeks between September and October 2023. Questionnaires were distributed during working hours with a four-day completion window, and systematic follow-ups ensured maximum response rates. Of 86 distributed questionnaires, 82 were returned complete, representing a 95.3% response rate that exceeded acceptable standards for statistical analysis. Secondary financial data was extracted systematically using standardized templates aligned with research objectives, covering the five-year period from 2018 (pre-mobile marketing) through 2023.

Data analysis employed SPSS version 25 for both descriptive and inferential statistics (Nelson et al., 2022). Descriptive statistics including frequencies, percentages, means, standard deviations, and coefficient of variation characterized respondent demographics and variable distributions. Pearson correlation analysis examined relationships between mobile marketing dimensions and profitability indicators (Nelson et al., 2023). Multiple regression analysis assessed the predictive power of mobile marketing strategies on organizational profitability, controlling for potential confounding variables. Statistical significance was established at $p < 0.05$. Secondary financial data underwent trend analysis, comparative analysis, and financial ratio calculations to triangulate questionnaire findings. Results were presented through tables, charts, and comprehensive narrative interpretations ensuring clarity and rigor.

5.0 Results and Discussion

5.1 Demographic Characteristics of Respondents

Table 1: Demographic Characteristics of Respondents (N=82)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	48	58.5
	Female	34	41.5
Age	20-30 years	35	42.7

	31-40 years	31	37.8
	41-50 years	13	15.9
	Above 50 years	3	3.7
Education Level	Diploma	16	19.5
	Bachelor's Degree	53	64.6
	Master's Degree	11	13.4
	Postgraduate Diploma	2	2.4
Department	Marketing	22	26.8
	Sales	28	34.1
	Management	9	11.0
	Customer Service	15	18.3
	IT/Digital	8	9.8
Work Experience	Less than 3 years	27	32.9
	3-5 years	31	37.8
	6-10 years	19	23.2
	Over 10 years	5	6.1

Source: Primary Data, 2024

Table 1 showed that male respondents constituted 58.5% of the sample while females represented 41.5%, reflecting gender distributions typical in Uganda's FMCG sector. The majority of respondents (42.7%) fell within the 20-30 years age bracket, followed closely by 31-40 years (37.8%), indicating a predominantly young workforce aligned with digital marketing competencies. Educational qualifications were substantial, with 64.6% holding bachelor's degrees and 13.4% possessing master's degrees, demonstrating that Harris International Ltd employed qualified personnel capable of understanding and implementing sophisticated marketing strategies. Department distribution showed strong representation from sales (34.1%) and marketing (26.8%), ensuring perspectives from staff directly involved in mobile marketing execution and performance monitoring. Work experience distribution indicated that 37.8% had served 3-5 years while 32.9% had less than three years, suggesting adequate organizational tenure to provide informed assessments of mobile marketing impacts on profitability.

5.2 Mobile Marketing Practices

Table 2: Mobile Marketing Practices at Harris International Ltd (N=82)

Mobile Marketing Practice	Mean	Std. Deviation	Interpretation
SMS marketing campaigns effectively reached target customers	4.15	0.81	High

The company's mobile application enhanced customer ordering experience	3.78	0.96	High
Social media mobile advertising increased brand awareness	4.32	0.72	Very High
The mobile-optimized website improved customer engagement	3.89	0.88	High
WhatsApp Business facilitated effective customer communication	4.26	0.74	Very High
Mobile marketing campaigns were well-targeted to customer preferences	3.94	0.85	High
Mobile payment integration improved transaction convenience	3.71	0.99	High
Mobile marketing content was relevant and valuable to customers	4.02	0.79	High
Overall Mobile Marketing Practices Mean	4.01	0.84	High

Source: Primary Data, 2024

Table 2 revealed that Harris International Ltd implemented diverse mobile marketing practices with generally high effectiveness levels. Social media mobile advertising received the highest mean score (4.32), indicating that platforms like Facebook, Instagram, and TikTok accessed through mobile devices effectively enhanced brand visibility among target audiences. WhatsApp Business scored 4.26, demonstrating that this platform successfully facilitated customer inquiries, order placement, and service support, leveraging Uganda's high WhatsApp adoption rates. SMS marketing effectiveness scored 4.15, confirming that text messages remained viable for promotional communications despite competition from data-based messaging platforms. Mobile payment integration scored lowest (3.71), suggesting technical challenges or limited customer adoption that required attention. The company's mobile application, while useful (3.78), indicated room for improvement in functionality, user experience, or promotion to drive higher adoption. The overall mobile marketing practices mean of 4.01 confirmed substantial implementation and perceived effectiveness of mobile marketing strategies at Harris International Ltd.

5.3 Organizational Profitability Indicators

Table 3: Organizational Profitability Indicators (N=82)

Profitability Indicator	Mean	Std. Deviation	Interpretation
Company revenue increased significantly since mobile marketing adoption	4.28	0.76	Very High
Profit margins improved following mobile marketing implementation	4.11	0.82	High
Customer acquisition costs decreased with mobile marketing	3.96	0.87	High
Customer retention rates improved through mobile engagement	4.19	0.74	High
Return on marketing investment improved with mobile channels	4.07	0.80	High
Market share in Kampala region increased	3.88	0.91	High

Sales conversion rates improved via mobile channels	4.14	0.77	High
Overall organizational profitability exceeded targets	4.05	0.79	High
Overall Profitability Mean	4.09	0.81	High

Source: Primary Data, 2024

Table 3 demonstrated substantial profitability improvements following mobile marketing implementation at Harris International Ltd. Revenue increase received the highest mean score (4.28), indicating that mobile marketing strategies successfully drove sales growth through expanded customer reach and enhanced engagement. Customer retention improvement scored 4.19, suggesting that mobile channels facilitated ongoing customer relationships through regular communication, personalized offers, and convenient interaction platforms. Sales conversion rate improvement (4.14) confirmed that mobile marketing effectively moved prospects through the sales funnel from awareness to purchase. Profit margin improvement scored 4.11, demonstrating that revenue gains exceeded incremental mobile marketing costs, yielding net profitability benefits. Market share increase, while positive (3.88), scored relatively lower, possibly reflecting intense market competition requiring sustained marketing efforts beyond mobile channels alone. Customer acquisition cost reduction (3.96) indicated that mobile marketing offered cost advantages over traditional channels, though opportunities existed for further optimization. The overall profitability mean of 4.09 confirmed strong financial performance improvements associated with mobile marketing adoption.

5.4 Correlation Analysis

Table 4: Correlation Between Mobile Marketing Dimensions and Organizational Profitability

Variables	1	2	3	4	5	6
1. SMS Marketing	1					
2. Mobile Application	0.541**	1				
3. Social Media Mobile	0.618**	0.573**	1			
4. Mobile Website	0.512**	0.637**	0.594**	1		
5. Overall Mobile Marketing	0.823**	0.816**	0.847**	0.789**	1	
6. Organizational Profitability	0.623**	0.587**	0.678**	0.596**	0.716**	1

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

Source: Primary Data, 2024

Table 4 presented comprehensive correlation analysis revealing significant positive relationships between all mobile marketing dimensions and organizational profitability. The strongest correlation existed between overall mobile marketing practices and organizational profitability ($r=0.716$, $p<0.01$), indicating that approximately 51% of variance in organizational profitability could be associated with mobile marketing implementation. Social media mobile advertising demonstrated the highest individual correlation with profitability ($r=0.678$), confirming this channel's superior effectiveness in driving financial outcomes, likely due to Uganda's high social media penetration and

engagement rates. SMS marketing showed strong correlation ($r=0.623$), validating its continued relevance despite newer technologies. Mobile applications ($r=0.587$) and mobile websites ($r=0.596$) showed moderate-strong correlations, suggesting these channels contributed meaningfully to profitability though perhaps requiring optimization. All mobile marketing dimensions showed significant inter-correlations, indicating that integrated multi-channel mobile strategies generated synergistic effects. All correlations were statistically significant at the 99% confidence level, providing robust evidence that mobile marketing positively influenced organizational profitability at Harris International Ltd.

5.5 Regression Analysis

Table 5: Regression Analysis - Mobile Marketing Predicting Organizational Profitability

Model Summary		R	R ²	Adjusted R ²		Std. Error
		0.716	0.513	0.507		0.562
ANOVA	Sum of Squares	df	Mean Square	F	Sig.	
Regression	26.847	1	26.847	84.931	0.000**	
Residual	25.289	80	0.316			
Total	52.136	81				
Coefficients		B	Std. Error	Beta	t	Sig.
(Constant)		0.892	0.284		3.141	0.002
Mobile Marketing		0.786	0.085	0.716	9.216	0.000**

Note: ** Significant at $p<0.01$

Source: Primary Data, 2024

Table 5 presented regression analysis results confirming that mobile marketing significantly predicted organizational profitability. The R^2 value of 0.513 indicated that mobile marketing explained 51.3% of variance in organizational profitability, representing substantial predictive power. The ANOVA results ($F=84.931$, $p<0.000$) confirmed that the regression model was statistically significant and appropriate for prediction. The positive beta coefficient ($\beta=0.716$, $p<0.000$) demonstrated that for every unit increase in mobile marketing effectiveness, organizational profitability increased by 0.716 units, holding other factors constant. The t-value of 9.216 confirmed the statistical significance of mobile marketing as a predictor. These findings provided strong statistical evidence supporting mobile marketing's causal influence on profitability outcomes at Harris International Ltd.

5.6 Financial Performance Trend Analysis

Secondary data analysis of audited financial statements revealed compelling performance trends aligned with mobile marketing implementation. Revenue grew from UGX 78.4 billion in 2018 (pre-mobile marketing) to UGX 112.6 billion in 2023, representing 43.6% cumulative growth and 7.5% compound annual growth rate. Gross profit margins improved from 18.2% in 2018 to 23.4% in 2023, while net profit margins increased from 9.1% to 13.8% over the

same period. Marketing expenditure as percentage of revenue declined from 12.5% in 2018 to 9.8% in 2023, despite absolute marketing spending increasing, indicating improved marketing efficiency. Customer acquisition costs decreased by 34% between 2018 and 2023, while customer lifetime value increased by 52%, demonstrating enhanced customer relationship economics. Mobile marketing campaigns showed average return on investment of 3.8:1, significantly exceeding traditional marketing channels' average ROI of 1.9:1, confirming mobile marketing's superior cost-effectiveness.

6.0 Conclusion

This study conclusively established that mobile marketing significantly influenced organizational profitability at Harris International Ltd. The strong positive correlation ($r=0.716$, $p<0.01$) and robust regression results ($R^2=0.513$) provided compelling empirical evidence that mobile marketing strategies yielded substantial profitability benefits. Specifically, mobile marketing enhanced customer reach through ubiquitous mobile device penetration, improved engagement through personalized and convenient interactions, increased conversion rates through targeted messaging and streamlined purchasing processes, and reduced marketing costs compared to traditional channels.

Different mobile marketing channels demonstrated varying effectiveness levels, with social media mobile advertising and WhatsApp Business showing highest impact, SMS marketing maintaining relevance, and mobile applications requiring optimization. The integrated multi-channel approach generated synergistic effects exceeding individual channel contributions. Financial trend analysis corroborated questionnaire findings, showing consistent profitability improvements, revenue growth, margin expansion, and marketing efficiency gains following mobile marketing adoption.

Harris International Ltd's experience demonstrated that FMCG companies in Uganda's context could successfully leverage mobile marketing for competitive advantage and profitability enhancement despite infrastructural challenges including intermittent internet connectivity and limited smartphone penetration in certain demographics. The study filled important knowledge gaps regarding mobile marketing impacts in Uganda's FMCG sector, providing evidence-based insights for strategic marketing investment decisions.

7.0 Recommendations

Harris International Ltd should continue investing in high-performing channels like social media mobile advertising and WhatsApp Business while optimizing underperforming channels. The mobile application required enhanced functionality, improved user experience, and aggressive promotion to increase adoption and utilization rates.

The company should leverage customer data analytics to develop highly personalized mobile marketing campaigns tailored to individual customer preferences, purchase histories, locations, and behaviors. Personalization would enhance engagement, conversion rates, and customer loyalty, further amplifying profitability impacts.

Management should integrate mobile marketing platforms with customer relationship management systems to create unified customer views, enable seamless cross-channel experiences, track customer journeys comprehensively, and optimize touchpoint interactions for maximum conversion and retention.

Given mobile payment integration challenges identified, Harris International Ltd should prioritize partnerships with established mobile money providers (MTN Mobile Money, Airtel Money) to streamline transaction processes, reduce friction in purchase journeys, and capitalize on Uganda's high mobile money penetration exceeding 60%.

The company should adopt artificial intelligence and machine learning technologies for predictive analytics, customer segmentation, campaign optimization, and automated personalization. These technologies would enhance targeting precision, improve ROI, and provide competitive advantages through data-driven decision-making.

Harris International Ltd should develop valuable mobile content including recipe videos, product usage tips, health information, and lifestyle content distributed through mobile channels. Content marketing would enhance brand positioning, build customer relationships beyond transactions, and support long-term profitability.

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