

**IMPACT OF ADOPTED MARKETING STRATEGIES DURING COVID 19  
PANDEMIC ON THE PERFORMANCE OF AIR TANZANIA COMPANY  
LIMITED**

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**CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania the dissertation titled; **“Impact of Adopted Marketing Strategies on Performance of Air Tanzania Company Limited”** in partial fulfillment for the requirements for the award of the degree of Master of Business Administration (MBA).

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I, **Elia L. Moshi**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Business Administration (MBA).

.....

Signature

.....

Date

**DEDICATION**

This dissertation is dedicated to my parents Mr. Leonard Moshi and Mrs. Doctael Lyatuu.

## **ACKNOWLEDGEMENTS**

Special thanks go to GOD the Father for everything. The sincere appreciation goes to my parents and relatives Benson and Esther. An appreciation goes my supervisors Dr. Sophia Mbura, and Dr. Nasra Kara who provided me with intellectual guidance and constructive comments during preparation of this piece of work. My sincere appreciation goes to my classmates and friends and anyone that has been involved in the process even if the name is not mentioned I thank you all.

## ABSTRACT

The study assessed the impact of adopted marketing strategies on airline performance in Tanzania. The study consisted of three predicting variables tested towards airline performance as the dependent variable. The predicting variables include strategic marketing campaigns, digital transformation efforts and health and safety measures. Explanatory design was employed in facilitating knowledge generation process since was facilitated by causal relationship testing. Primary data were used in facilitating knowledge generation by means of structured questionnaire that facts were gathered from Air Tanzania specifically from the employees through the sample of 83 respondents. The collected results were computed in SPSS software version 23 to obtain statistics to present the results. Therefore, correlation and multiple regression analysis were used to describe the relationship between study variables. Findings revealed that among the three tested predictors to the dependent variable; all of them namely strategic marketing campaigns, digital transformation efforts and health and safety measures are positive with significant effect statistically towards airline performance as the dependent variable ( $p < 0.05$ ). The implication of the results is that airline performance in Tanzania through adopted marketing strategies is influenced with strategic marketing campaigns, digital transformation efforts and health and safety measures.

**Keywords:** Marketing strategies, organizational performance.

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**ABBREVIATIONS AND ACRONYMS**

AU	Africa Union
BOT	Bank of Tanzania
COVID 19	Corona Virus Diseases
CRS	Corporate Social Responsibility
NBS	National Bureau of Statistics
RBT	Resource Based Theory
SEO	Search, Engine Optimization
TPA	Tanzania Ports Authority
TRA	Tanzania Revenue Authority
USA	United States of America
WHO	World Health Organization

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

This chapter presents background of the study, statement of the problem, research objectives, research questions, and significance of the study, scope of the study and organization of the study.

#### **1.2 Background of the Study**

As businesses and consumers alike grappled with the challenges and uncertainties brought about by the global health crisis, the marketing landscape underwent a seismic shift which they had never encountered before (Abubakar, 2020). In world of social distancing, lockdowns, and restrictions dramatically altered consumer behavior, with people spending more time online, shifting their purchasing habits, and seeking a sense of connection and reassurance (Tzavella 2021; Chandola & Shendurnikar, 2023).

Marketing strategies had to evolve rapidly to meet these changing needs and expectation by swiftly recalibrate their strategies to remain relevant, empathetic, and resilient (Chandola & Shendurnikar, 2023). The pandemic brought to light the necessity of adaptability and innovation, fundamentally altering the way we approach marketing (Kim and Sohn, 2022; Islam & Fatema, 2023). In airline industry, the restrictions and lockdown measures to curb the spread of the virus cause the decreasing of passenger demand and financial losses among airline companies (Suk and Kim, 2021; Kim & Sohn, 2022). Before the onset of COVID-19 Pandemic in early 2020, the industry experience steady growth, with increasing

passenger numbers and expanding global connectivity and mostly of their marketing strategies focus on technological innovation, competitive pricing and the promotion of new routes (Suk and Kim, 2021; Turoń & Kubik, 2021).

However, the outbreak of disease reduces number of passengers by 60.2 % compared to 2019 and dropping of air travel demand by 75.6 % and 48.8 %, in line with huge loss of 373 billion USD in airlines industry during the year 2020 (Serrano and Kazda, 2020). Since consumer behavior changes and become much concerned about health and safety, coupled with economic uncertainties, the airline companies from different countries forced to rapidly adjust their strategies approaches to align with the shifting landscape and evolving consumer behaviors in order to survival, recover and archiving business sustainability from the pandemic's impact (Pascual and Cain, 2022). The airline companies including American Airlines, Delta airline and United Airline in USA together with France airline and KLM restructure their marketing strategies toward local/domestic route, adoption of digital marketing and e-commerce, emphasis on health and safety practice and corporate social responsibilities (Sansa 2020; Serrano & Kazda, 2020).

In southern and eastern China, there is a shifting toward local travelling by promotion of domestic tourism through discounted fares and partnerships with local tourism boards (Maneenop and Kotcharin, 2020). While Emirates in Middle East maintained their focus on luxury and emphasizing on rigorous health protocols thoughts offering of free global COVID-19 insurance for travelers (Sansa, 2020). Also, flexible booking, digital marketing, special fare promotion and flexible booking policies were introduced by Qatar airline to regain traveler confidence and

encourage bookings.

On the side of Africa airline industry, majority of airline companies including Ethiopia Airways, South African Airways, Kenya Airways, Egypt Air and Royal Air Maroc were adopting similar strategies by promoting local travelling, health and safety care, flexible booking policies and digital transformation (Samunderu, 2023; Tolcha, 2023). This was certain with resource-based view (RBV) as an economic theory emphasizing on the usefulness or relevance of resources in facilitating companies or businesses attaining competitive advantage (Ibid). With the pandemic outbreak automatically digital marketing strategies became useful resources that enabled entities in the aviation industry as Airlines to conduct businesses.

In Tanzania like many other countries, the main local airline company including Air Tanzania adopt several strategies including implementation and advertised strict health and safety protocols, promotion of local tourism and increase performing of corporate social responsibility activities (Samunderu, 2023; Tolcha, 2023). Although many airline companies from in different countries undergone rapidly adjustment of their strategies approaches to align with the shifting landscape and evolving consumer behaviors purposively to archive sustainability during the Corona Pandemic, their strategies and approaches tend to differing with different outcome in different countries (Katera, 2021; Tolcha, 2023).

Semercioglu and Abay (2021) demonstrated positive outcome of health-related measures by several airlines in different countries toward customer loyalty (Gunay & Maral, 2023). The findings of Sadick and Masele (2022) revealed the potentiality of

technological adoption particular computer reservation systems which reported to wide used by tourism agencies and companies, expands the server network, and offers a competitive advantage to the airlines that use the system. While others scholars revealed positive outcome of flexible booking policies, targeted marketing campaigns and improvement of government policies toward promotion of airline marketing strategies resulting into positive outcome to airline company and industry in general (Sadick & Masele, 2022).

### **1.3 Statement of the Problem**

Despite these efforts made by several countries and appreciated positive outcome toward performance of airline countries during Covid 19, there is a dearth of empirical studies in Tanzania context focus on effectiveness of adopted marketing strategies toward performance of airline companies (Tolcha, 2023). Though many studies have done to address impact of Covid 19 pandemic in several industries, still there is lack of empirical studies focus on Tanzania aviation industry. Some scholars contributed to this topic by studying the impact of COVID-19 on the aviation industry in North America, Europe and Pacific Asia (Ibid). Other focus on stock market performance and few focus on pandemic impact on Turkish airline marketing strategies while Tanzania remain behind with no empirical studies (Kharbanda & Jain, 2021).

This study seeks to address this gap by analyzing impact of adopted marketing strategies during Covid 19 pandemic on the performance of Air Tanzania Company Limited. It aims to evaluate the effectiveness of marketing campaigns and strategies, health and safety measures in line with digital transformation initiatives in

responding to the Covid 19 pandemic's challenges. By doing so, the study offered valuable insights into how these strategies have influenced Airline companies' performance (building customer confidence, booking rates, engagement, revenue, loyalty, and market share), thus provides practical recommendations for Tanzania airline industry to enhance its flexibility and adaptability in the face of future crises.

#### **1.4 Research Objectives**

##### **1.4.1 General Objective**

The study assessed the impact of adopted marketing strategies during Covid 19 pandemic on performance of Air Tanzania Company Limited.

##### **1.4.2 Specific Objectives**

- i. To examine effect of strategic marketing campaigns on the performance of Air Tanzania Company Limited during COVID 19 pandemic.
- ii. To examine the role of digital transformation efforts on the performance of Air Tanzania Company Limited during COVID-19 pandemic.
- iii. To examine effect of health and safety measures on the performance of Air Tanzania Company Limited during COVID-19 pandemic.

#### **1.5 Significant of the Study**

##### **1.5.1 Researchers and Academicians**

In academic field the study findings bridge the existing gap of knowledge and add the existing body of literature on crisis management and marketing strategies in the airline industry, particularly within the context of developing countries like Tanzania and highlight areas for further research, such as the long-term effects of digital

transformation and the evolving role of CSR in the airline industry, providing a foundation for subsequent academic inquiries.

### **1.5.2 Policy Makers**

For the government and policy makers the study findings provide valuable information for policymakers regarding the effectiveness of different regulatory and support measures implemented during the pandemic. This can guide the development of policies that better support the airline industry in future crises. While study result provide airline companies with detailed insights into which marketing strategies were most effective in maintaining customer engagement and revenue generation during the COVID-19 pandemic. By evaluating the effectiveness of health and safety measures, strategic marketing campaigns and digital transformation efforts, airlines can identify best practices and areas for improvement in their operations.

### **1.5.3 Management**

The study result provides airline companies with detailed insights into which marketing strategies were most effective in maintaining customer engagement and revenue generation during the COVID-19 pandemic. By evaluating the effectiveness of health and safety measures, strategic marketing campaigns and digital transformation efforts, airlines can identify best practices and areas for improvement in their operations.

### **1.5.4 Community and Passengers**

The findings of this study provide clear understanding of several strategies and health measure airline companies undergone during Covid pandemic thus build trust,

brand loyalty and confident to customer and community to airline companies and also enhancing relationship for future business.

### **1.6 Scope of the Study**

The study focused on assessing impact of COVID 19 pandemic on the performance of airline marketing strategies particular focus on health and safety related strategies, digital transformation strategies and strategic marketing campaigns of Air Tanzania company Limited. The focus on study case based on the fact that the researcher ensured to availability of relevant information which assisted in accomplishment of the study objective.

### **1.7 Organization of the Study**

This study was organized in five chapters, chapter one includes background of the study, statement of the problem, research objectives, research questions, significant of the study, and organization of the study. Chapter two is about literature reviews which includes definition of key terms, theoretical reviews, empirical reviews, research gap and conceptual framework. Chapter three is about research methodology used by this study includes research philosophy, research design, area of the study, study population, sample size and sampling strategies, variables and measurements, data collection method and instrument, data cleaning process, validity, reliability and ethical consideration. The fourth chapter describes the findings, analysis and the discussions of the results. The last chapter described the summary, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Chapter Overview**

This chapter consists of definition of key terms, theoretical review, empirical reviews, research gap and conceptual framework. In this chapter, the researcher visited different books, articles, website, and the work that has been done by other researchers. This helped the researcher to understand well the topic under study and also to establish the relationship between variables.

#### **2.2 Definition of Key Terms**

##### **2.2.1 Covid-19**

World Health Organization (WHO) defined COVID-19 (Coronavirus Disease, 2019) as an infectious disease caused by the SARS-CoV-2 virus (WHO, 2019). The COVID 19 also defined by Centers for Disease Control and Prevention (CDC) as a respiratory illness caused by the coronavirus SARS-CoV-2. It spreads through respiratory droplets and can cause a range of symptoms from mild to severe, including fever, cough, and shortness of breath (Centers for Disease Control and Prevention, 2019). However, for the case of this study the World Health Organization (WHO) definition is of useful to accomplish study objectives. This is based on the fact that the WHO's definition reflects the global nature of the pandemic, incorporating data and insights from different countries and regions. Also, the uses of WHO's definition ensures consistency and standardization in the study.

##### **2.2.2 Marketing Strategies**

Kotler and Armstrong (2017) define marketing strategy as a systematic approach of

selecting target markets, positioning the product or service, and employing the marketing mix elements (product, price, place, and promotion) to deliver value to customers and build profitable relationship. It is the marketing logic by which the company hopes to create customer value and achieve profitable customer relationships (Kotler & Armstrong, 2017).

### **2.2.3 Business Performance**

Stead and Stead (2019) define business performance as the process of creating shared value, which benefits both the company and society by integrating social and environmental considerations into the core business strategy. This approach emphasizes the idea that businesses can enhance their competitiveness while also advancing social and environmental objectives. By aligning business practices with societal needs, companies can achieve sustainable growth, improve their reputation, and foster long-term profitability (Stead and Stead 2019). This concept shifts the focus from traditional corporate social responsibility (CSR) to a model where social impact is a fundamental component of business strategy and value creation.

### **2.2.4 Digital Marketing**

Kotler and Keller (2019) define digital marketing as the practice of using digital channels, devices, and platforms to connect with customers where they spend much of their time online. They emphasize that digital marketing encompasses a wide range of activities, including online advertising, social media marketing, content marketing, email marketing, search engine optimization (SEO), and more. The goal is to engage with customers in meaningful ways, build brand awareness, drive traffic, and ultimately achieve business objectives using digital technologies and

media.

## **2.3 Theoretical Literature Reviews**

The study was grounded by resource-based theory as described below.

### **2.3.1 Resource Based Theory**

Wernerfelt developed the resource-based theory in 1984 and advanced that performance of an organization is on the hand of tangible and intangible assets or resources. The theory emphasizes the role of resources in sustainability of the company. According to Hullan (2008) resources refers to the assets and capabilities used to identify and utilize the opportunities and respond to the threats. This definition uncovers that assets and capabilities are the essential sets and have to be available in the company.

Cruz (2019) claimed that for the company to develop value it must undergo modification on resources and capabilities by ensuring that its strategies or are properly implemented. Therefore, with point of view, it thus indicates how essential the theory is. Therefore, referring to different views, the study on the RBV theory has shown that various strategies are required in discovering, measuring, and understanding the resources in the company.

Barney (1991) mentioned that a good resource must have distinctive features like value, rareness, inimitability, and non-substitutable to encourage high performance of the company and attainment of competitive advantages. It was further argued that the resources which possess those distinctive features should accompany the organization by ensuring that maximum revenue is generated and operational costs

are minimized.

This implies that the RBV theory is helpful in enhancing performance. Additionally, Zhou (2007) proclaimed that performance of any company is determined by strategic orientation as among of intangible resources comprised in the RBV theory. This involves that the theory is essential in organizational performance and development. However, despite its strengths, the theory is too static while in a competitive environment the capabilities are dynamic Priem (2001), this shows impractical of the theory.

The theory is connected to the study on the ground that with the outbreak of the pandemic digital marketing strategies became useful resources enabled the success of the entities in attaining market share and competitive advantage. They include strategic marketing campaigns, digital transformation efforts and health and safety measures that were tested to determine their relationship towards performance of the airline.

## **2.4 Empirical Literature Reviews**

This is the part of literature review which focuses on reviewing different previous studies in relation to the topic under investigation. The research reviewed different books, journal and research studies which had been conducted within and outside Tanzania.

### **2.4.1 General/ Worldwide Studies**

Zahraee (2023) conducted a study on the airlines' responses and customer satisfaction during the COVID-19 pandemic in Australia using 49 sample size of

airlines companies. The study found that reducing the operation cost, ensuring the safety and interests of the passengers were the strategies towards COVID -19 effects. However, the study did not examine how strategic marketing campaigns and digital transformation efforts affect performance of Air Tanzania.

Scheiwiller (2021) examined the strategic responses by European airlines to the Covid-19 pandemic in Switzerland using sample size 20, content analysis, and situational crisis communication theory. The study found that adjusted crisis communication strategies into digital transformation were the strategy used in responding to the effects of pandemic. However, the study did not investigate how strategic marketing campaigns and health and safety measures influence the performance of Air Tanzania during the COVID-19 pandemic.

Alameeri (2021) assessed the effect of the pandemic towards innovations and entrepreneurship measures on the means towards coping with the situations. The study was conducted in Canadian environment that findings revealed that the pandemic indeed affected the business sector and innovation in several jurisdictions due to lockdowns and curfews for protective concerns. However, the use of the digital applications became the way towards coping with the situation to avoid crowding and social distance measures. The study recommended the need to envisage on the measures in other contexts and different sector that the conduct of the study in Tanzania addressed the issue in the jurisdiction.

#### **2.4.2 Studies in African Countries**

Adeyemo (2024) in Nigeria, conducted a research on the Impact of Internationalized

Digital Marketing Strategy on Organizational Performance of Air Peace Nigeria Limited using sample size 108, theory of customer engagement and loyalty. The findings mentioned that innovative digital marketing strategies had influence on the performance of airline. However, strategic marketing campaigns and health and safety measures were not assessed.

Ikol (2023) investigated the Effect of digital technology adoption on the operational performance of travel agencies in Kenya using regression analysis, sample size 104, and innovation and diffusion theory. The study found that digital analytics, adoption of social media tools and adoption of e-commerce tools had effect on the operational performance of the travel agency firms. The factors like strategic marketing campaigns and health and safety measures were not investigated.

Tolcha (2023) assessed the state of airline business in Africa prior to the pandemic outbreak and the means towards recovery. The study employed comparative analysis whereas findings indicated that the outcome of the airlines differed since some countries instituted lockdowns and curfews and others did not. However, the reality was that every country was affected since the air transport was blocked in several countries with strict restrictions like the quarantine requirement that were unfriendly to travelers. However, the recovery was possible due to the shift towards digital marketing strategies and facilities. The study recommended the need to envisage in the area in any context to address the concern. The conduct of the inquiry in Tanzania aimed to address the situation respectively.

#### **2.4.3 Empirical studies in Tanzania**

Msemo (2021) conducted a study on the “Assessment of the Effects of Covid-19 on

the Performance of Tourism Business in Tanzania, A Case of Arusha Region using Content analysis, sample size 150, theory of planned behavior and resource-based view theory. The study found that downsizing workforce, salary reduction, unpaid leave and employee pay-cut were the strategies to respond the impact of COVID-19. This being the case, the study recommended for the need to foresee on the digital marketing strategies with regard to the pandemic that the conduct of the study addressed the concern in Tanzania.

## **2.5 Research Gap**

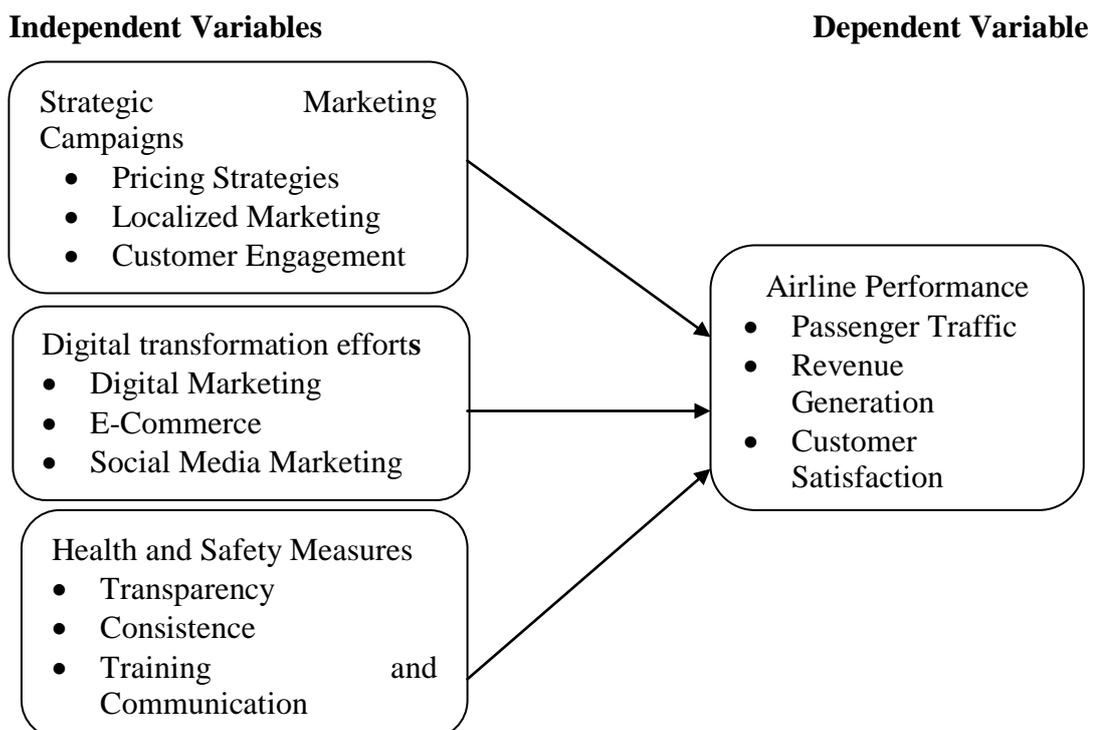
In empirical perspective, a researcher noticed that factor like health and safety measures was not assessed by most of the studies, only few including Zahraee (2023) who went through it. Hence this study motivated to capture it. Also, few studies like Tatyana (2023) and Zahrina (2022) captured the influence of strategic marketing campaigns on the performance of airline companies during COVID-19 while, most of the studies including that done by Scheiwiller (2021), Tatyana (2023), and Adeyemo (2024) investigated the use of digital transformation as the suitable strategy in managing the COVID-19 impacts on the airline service performance.

Additionally, in terms of context, most of the studies (Ikol, 2023; Scheiwiller, 2021; Zahraee, 2023; Budd, 2020; Tatyana, 2023; Adeyemo, 2024: and Zahrina, 2022) were conducted outside the Tanzania in countries like Kenya, Switzerland, Australia, United Kingdom, Turkey, Nigeria, and Indonesia at different time period when the quick measures had been obtained. Most of the studies theoretically did not manage to link the techniques and approaches on the impact of COVID-19 and the airline performance.

The requirement for new methodologies is identified under this assessment since most of the studies like Ikol (2023), Scheiwiller (2021), Zahraee (2023), Budd (2020), Tatyana (2023), Adeyemo (2024) and Zahrina (2022) encountered the problem of methodological issues in the form of measurements, techniques, and the causality relationship between the performance of Air Tanzania company Limited and the impact of adopted marketing strategies during COVID-19 pandemic.

## 2.6 Conceptual Framework

The conceptual framework guides this research drawn in relation to the problem identification which shown the relationship between the independent variables (marketing strategies and adjustments) and the dependent variables (impacts on the performance of Air Tanzania company Limited).



**Figure 2.1: Conceptual Framework**

**Sources:** Field Data (2024)

### **2.6.1 Study Hypotheses**

The framework described the study on assessing the impact of the adopted marketing strategies during COVID 19 on the performance of Air Tanzania company Limited.

The study was guided by the assumption that performance of Air Tanzania company Limited was positively influenced by the adopted marketing strategies. Therefore, three predictors had been identified to be tested which were stated as follows.

**H1:** There is positive relationship between strategic marketing campaigns and airline performance in Tanzania.

**H2:** There is positive relationship between digital transformation efforts and airline performance in Tanzania.

**H3:** There is positive relationship between health and safety measures and airline performance in Tanzania.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Chapter Overview**

This chapter presents the methodology and procedures that used in the study. It's includes research philosophy, research approach, research design, area of the study, study population, sample size and sampling strategies, variables and measurement procedure, data collection method and instrument, data cleaning process, data analysis, validity, reliability and ethical consideration.

#### **3.2 Research Philosophy**

Saunders et al. (2016) defined research philosophy as the assumptions and beliefs on development of acceptable scientific knowledge. They further mentioned the important research philosophies to be considered before the study, the philosophies are positivism, pragmatism, interpretivism, postmodernism and critical realism. However, this study used positivism philosophy for the purpose of testing the hypotheses derived from the pre-existing theory. The use of the philosophy was attributed by the fact that knowledge generation for the study was objectively facilitated using study hypotheses and not research questions.

#### **3.3 Research Approach**

According to Bougie, et al., (2020) research approach is the approach that combines and integrates concept, idea, techniques, operational definition and causality between variables. It was further claimed that there are three types of approaches namely: quantitative, qualitative, and mixed research approaches. This study used quantitative approach as it suits the intention of specifying and narrowing

hypotheses, as well as theory testing. The selection of the approach was attributed by the fact that the phenomenon under study focuses on what and not why and how which seeks to address the qualitative approach.

### **3.3 Research Design and Strategy**

Majid *et al.* (2018) defined research design as the use of evidence-based procedures to conducting a study. The explanatory research design was used by a researcher in this study as it gives a room for the researcher to collect the significant and quantitative data regarding the COVID-19 effects on the performance of Air Tanzania company Limited. The study used the design since knowledge generation is facilitated using causal relationship testing; which is testing of the relationship between the predicting variables towards the dependent variable. Furthermore, the study employed quantitative approach since the study was objectively conducted focused on what regarding the phenomenon under study.

### **3.4 Area of the Study**

The study was conducted in Air Tanzania Company Limited in Dar es Salaam region. The selection of the area is attributed by the fact that Tanzania during the pandemic did not institute restriction and lockdowns as strict measures that the airline basically operated with safety concerns being encouraged towards the pandemic. The partial lockdown did not last long. Therefore, the area served useful for the study due to the uniqueness in handling the pandemic contrary to other countries almost all over the globe. The area served essential towards successful information gathering process on the issue under inquiry.

### **3.5 Study Population**

According to Saunders et al. (2019) research population is a set of cases or group members that have relative characteristics and the researcher intends to focus on it for the purpose of drawing conclusion. In this study, the target population are the staff of Air Tanzania company Limited mostly the line managers and operational officers. This population was appropriate because they were directly and indirectly involved in serving passengers and therefore are suitable in investigating the impact of COVID-19 on performance of Air Tanzania company Limited as well as adopted marketing strategies during the situation.

The population is essential for the study since sample size was generated from it. Therefore, with the study area in particular the area constitutes 826 employees in totality (Yussuf, 2024); but specifically, for employees engaged in the marketing section and the related activities comprise of 289 that the sample size was generated from it respectively.

#### **3.5.1 Sample Size**

Sample size is defined as the representative individuals of the study population (Saunders, 2019). In this study, the sample size comprised of 100 respondents as the participants to the study to foster knowledge generation process. Since that is the case, the selection of the employees is attributed by the fact that they are the responsible participants towards the gathering of adequate and reliable data respectively. The selection of the sample size was derived through Yamane (1967) described in the manner that;

$$n = \frac{N}{1+N(e^2)}$$

N = Population 289

e = Level of precision (sampling error) 10 percent or 0.1

$$n = 289 / (1 + 289(0.1)^2)$$

$$n = 289 / (1 + 2.89)$$

$$n = 289 / 2.89$$

$$n = 100$$

n = Sample Size = 100

### **3.6 Sampling Strategies**

This is the method of gathering and identifying the sample size by the researcher in the manner that is scientific (Saunders *et al*, 2019). The study employed purposive sampling technique because not all in the population had the chance of participating in the study. The researcher picked the skilled and knowledgeable on the issue under inquiry.

### **3.7 Variables and Measurements Procedures**

This section provides measurements of variables in terms of indicators variables and scale measurement on the predictors and the dependent variable used for the study. The variables were measured by using the existing scales from previous studies. The ordinal scale adopting five-point scale format was used during the measurement procedure pointed as strongly disagree, disagree, neutral, agree and strongly agree. Therefore, Table 3.1 illustrates the details of the measurement procedures as follows.

**Table 3.1: Variables and Measurement Procedures**

Variable	Type of the Variable	Indicator Variables	Measurement scale	Source
Strategic Marketing Campaigns	Predictor/Independent variable	<ul style="list-style-type: none"> <li>• Pricing Strategies</li> <li>• Localized Marketing</li> <li>• Customer Engagement</li> </ul>	Five-point Likert scale 1= strongly disagree 3= Neutral 5=Strongly Agree	Fan (2021), Zahraee et al. (2023)
Digital Transformation Efforts	Predictor/Independent variable	<ul style="list-style-type: none"> <li>• Digital Marketing</li> <li>• E-Commerce</li> <li>• Social Media Marketing</li> </ul>	Five-point Likert scale 1= strongly disagree 3= Neutral 5=Strongly Agree	Gunay and Maral (2023), Ochieng et al. (2023)
Health and Safety Measures	Predictor/Independent variable	<ul style="list-style-type: none"> <li>• Transparency</li> <li>• Consistence</li> <li>• Training and Communication</li> </ul>	Five-point Likert scale 1= strongly disagree 3= Neutral 5=Strongly Agree	Aaker and Moorman (2023), Zahraee et al. (2023)
Airline Performance	Dependent variable	<ul style="list-style-type: none"> <li>• Passenger Traffic</li> <li>• Revenue Generation</li> <li>• Customer Satisfaction</li> </ul>	Five-point Likert scale 1= strongly disagree 3= Neutral 5=Strongly Agree	Katera (2021), Ikol (2023)

**Source:** Researcher (2024).

### 3.8 Data Collection Method

Data collection according to Saunders et al. (2019) refers to gathering of specific information from a set of sample size. The method of collecting data in this study was questionnaire that gathered only the primary information.

#### 3.8.1 Questionnaires

Pandey, et al. (2015) defined questionnaire as a systematic compilation of questions that are submitted to a sampling of population from which information is desired. A

researcher in this study used questionnaire as it is the appropriate instrument of collecting the first-hand information from the respondents. The information to be gathered cannot be obtained anywhere else. The structured questionnaire in the form of 5-point Likert scale was used, the scale indicated that 1- strongly disagree, 2- disagree, 3- neutral, 4 agree, and 5- strongly agree.

The questionnaires were distributed to the targeted Air Tanzania company Limited employees at their offices. The composition of questionnaire involved the demographic information and the variables of strategic marketing campaign, digital transformation, health and safety measures, as well as airline performance. The questionnaires will be adapted from the studies done by Zahraee (2023), Ochieng (2023), and Ikol (2023). The use of the instrument in data collection is facilitated by the fact that since the study aimed to generate knowledge by means of causality testing; the structured instrument is sufficient to enable generation of quantifiable data for the generation of objective results.

### **3.9 Data Cleaning Process**

This is the important step in analysis, whereby according to Hair (2010) it is the process that discloses the hidden effect on the significant effects on the data. In this study therefore, the researcher performed data cleaning before starting actual analysis for the sake of obtaining the quality data. This was done by first conducting a daily data check through the identification of any duplicated information or incomplete data. Generally, it is the process of excluding the systematic and random errors from the data and retaining the clean information for further step which is the coding.

### **3.10 Data Analysis**

According to Creswell (2013) data analysis is the process which involves preparing, organizing, reducing the data coding and presenting them for interpretation. Under this study, the researcher used multiple linear regression model found in the Statistical Package for Social Sciences (SPSS) tool, version 23 to analyze data based on the variables strategic marketing campaigns, digital transformation, health and safety measures, and the performance of Air Tanzania Company Limited during COVID-19 pandemic. The model below indicates how the relationship between variables were analyzed.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \alpha$$

Whereby: Y is the dependent variable = performance of Air Tanzania,  $\beta_0$  is Y-Intercept, X1, X2, X3, are independent variables = strategic marketing campaign, digital transformation effort, and health and safety measures,  $\beta_1-3$  are the coefficients of X1-X3, and  $\alpha$  is an error term. The multicollinearity and heteroscedasticity as among of the assumptions of multiple regression model will be tested in this study as described below.

#### **3.10.1 Multicollinearity**

A researcher tested the multiple regression model and ensure that there could be no collinearity between the independent variables (Gujarati, 2010). The output of the model specifically the tolerance values and variance inflation factor (VIF) was used to identify the multicollinearity issues.

#### **3.10.2 Heteroscedasticity**

Gujarati (2010) advanced that the disturbances appearing in the population

regression function must be homoscedastic; meaning that they all have the same variance. The violation of this assumption occurs when there are unequal variance in the linear regression model. Therefore, using a white test, a researcher tested the model to observe if there is a homoscedasticity or else.

### **3.11 Validity**

Creswell (2009) defined validity as way one can draw meaningful and useful inferences from scores on particular instruments. It measures accuracy and appropriateness of the instruments. The internal validity was used in this study to measure the concept. The research supervisors, Air Tanzania company Limited employees, and consultancy`s advice was considered in validating the instrument. Also, the pilot study was performed to enhance validity.

### **3.12 Reliability**

According to Creswell (2009) reliability refers to whether scores to items on an instrument are internally consistent, stable over time, and whether there is consistency in test administration and scoring. Heale (2015) argued that reliability measures the consistency and accuracy of the constructs of the data collection instruments. However, a researcher under this study expected to measure accuracy and consistency by using the scale test to provide Cronbach's Alpha output. A scale ranges between 0 and 1 whereby for the instrument to be reliable its tested construct must have greater than 0.7 coefficient, unless so, the instruments is termed as not reliable.

### **3.13 Ethical Consideration**

The study considered confidentiality of study participants in data collection by

ensuring that their responses are kept confidential. Assign unique codes to each participant to anonymize their data. Store all data securely, and ensure that only authorized personnel have access to it. When reporting results, the researcher ensured that individual participants cannot be identified. Also, the participation in the study should be completely voluntary, and participants should be able to withdraw at any time without penalty.

Furthermore, the study should not cause physical, psychological, or emotional harm to participants. In addition, in order to be able to collect data, a researcher requested the clearance letter from the director of postgraduate studies of the Open University of Tanzania (OUT) which was sent to the management of Air Tanzania company Limited in Dar es Salaam for permit and further procedures.

## **CHAPTER FOUR**

### **STUDY RESULTS, ANALYSIS AND DISCUSSIONS**

#### **4.1 Introduction**

The chapter describes the study results based on the outcome pertaining to the causal relationship between adopted marketing strategies and airline performance in the airline industry in Tanzania and the analysis as well as the relevant discussions of the results.

#### **4.2 Response Rate**

The study targeted the total number of 100 participants as respondents for the study from the selected study case or area. However, only 83 were retrieved as responses which is 83%. Since that is the case, Webb (1991) suggest that with regard to response rate once has exceed 75% then the results are credible for analysis and conclusion generation. In that note, the response rate was 83% implying that the results were credible for analysis and conclusion generation.

#### **4.3 Respondents Profile**

The section describes the overview of the respondents as the participants to the study based on the variables on age, gender and the education levels of the respondents. The description of the profile is described in the manner that is illustrated in Table 4.1 The results in Table 4.1 reveal the outcome on the profile of the respondents that with age of the participants 30.1% of the respondents were aged 21-35 years, while 31.3% of the respondents were aged 31-50 years and 38.6% of the respondents were aged 50 years and above. The implication of the results is that employees or practitioners in airline in Tanzania consist of participants with different age groups.

The statement is connected with Dias et al (2019) suggesting that airline companies anywhere in the world both developed and developing states consist of employees with different age groups from the young age to the aged approaching retirement.

**Table 4.1: Respondents Profile**

<b>Variables</b>	<b>Frequencies</b>	<b>Percentages</b>
<b>Gender</b>		
Male	46	55.4%
Female	37	44.6%
Total	83	100%
<b>Age</b>		
21-35	25	30.1%
36-50	26	31.3%
50+	32	38.6%
Total	83	100%
<b>Education Level</b>		
Master degree	56	67.5%
First degree	27	32.5%
Total	83	100%

**Source:** Field Data (2024)

Despite that, with gender of the participants the results indicated that 55.4% of the respondents were male while 44.6% of the respondents were female. The implication of the results is that airline employees including in Tanzania consist of individuals both men and women. The view is also connected with Ginovsky (2021) suggesting that employees in airline companies all over the globe are men and women able to be employed only by merit.

Furthermore, with education level of the respondents the study results indicate that 67.5% of the respondents were first degree holders; while 32.5% of the respondents were master's degree holders. The implication of the results is that employees as practitioners in airline entity in Tanzania are well educated formally. The statement

is in line with Kahwil (2018) suggesting that employees in the airline companies in Tanzania in most cases are well educated formally that they are graduate professionals in most account.

#### 4.4 Analysis on Study Variables

The analysis is described through the use of descriptive analysis such as mean and standard deviation; as well as inferential analysis using correlation analysis and multiple regression analysis. Since that is the case, outcome on reliability are shown in Table 4.2 to reveal the consistence on study variables.

**Table 4.2: Cronbach Alpha Test Results**

<b>Variables</b>	<b>Cronbach Alpha</b>
Strategic Marketing Campaigns	0.839
Digital Transformation Efforts	0.791
Health and Safety Measures	0.853
Airline Performance	0.765

**Source:** Field Data (2024).

The results in Table 3.1 depicts outcome on reliability analysis pertaining to the variables under study that the constructs as being variables under study both the predictors and the dependent variable are reliable. The situation is attributed by the fact that the coefficients depicted as alpha values are all above 0.7 that Trochin (2000) suggest that once the alpha coefficients as the values on variables under study exceed 0.7 implies that the constructs under study are all reliable and consistent with vice versa being the case as well.

##### 4.4.1 Descriptive Analysis (Mean and Standard Deviation)

The analysis is conducted to show the predicting variable with the stronger influence on the dependent variable among others tested using the mean; as well as the level of

dispersion among respondents. Therefore, Table 4.3 illustrates the results as follows.

**Table 4.3: Descriptive Statistics**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
Airline Performance	2.4944	1.32655	83
Strategic Marketing Campaigns	2.3944	1.24397	83
Digital Transformation Efforts	2.5222	1.33478	83
Health and Safety Measures	2.0889	1.06906	83

**Source:** Field Data (2024)

The study results indicate the outcome pertaining to the mean and standard deviation that digital transformation efforts as the predicting variable influence the dependent variable most than others tested in the set of facts. This is attributed by the fact that the mean value of the predictor variable is higher than the other predictors that signifies its possession towards stronger influence. The implication of the results is that airline performance as Air Tanzania company Limited through adopted marketing strategies during COVID 19 pandemic is mostly influenced by digital transformation efforts. Despite that, with the standard deviation the outcome of the results is that variance between variables are not high and they are less than 3 that the respondent's opinion are certain that do not differ much.

#### **4.4.2 Inferential Analysis**

Inferential analysis is conducted specifically with the aim of depicting the relationship between independent variables tested towards the dependent variable. Therefore, correlation analysis is first described to show the predictor correlating best towards the dependent variable than other predictors with results shown in Table 4.4.

**Table 4.4: Correlation Analysis****Correlations**

		Airline Performance	Strategic Marketing Campaigns	Digital Transformation Efforts	Health and Safety Measures
Airline Performance	Pearson Correlation	1	.323**	.609**	.560**
	Sig. (2-tailed)		.000	.000	.000
	N	48	48	48	48
Strategic Marketing Campaigns	Pearson Correlation	.323**	1	.558**	.515**
	Sig. (2-tailed)	.000		.000	.000
	N	48	48	48	48
Digital Transformation Efforts	Pearson Correlation	.609**	.558**	1	.339**
	Sig. (2-tailed)	.000	.000		.000
	N	48	48	48	48
Health and Safety Measures	Pearson Correlation	.560**	.515**	.339**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	48	48	48	48

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

**Source:** Field Data (2023).

The study results indicated that digital transformation efforts as the predictor correlate best than other predictors to the dependent variable since the variable constitute higher correlation value. The implication of the results is that airline performance in Tanzania through adopted marketing strategies is largely influenced by digital transformation efforts. This signifies that the variables do not possess autocorrelation effect. This is attributed by the fact that the mean results and the correlation results demonstrated similar independent variable possessing stronger influence to the dependent variable than other tested predictors. The fact that the correlation is positive the coefficient is small which entails that there is no multicollinearity effect. This is clarified using multiple regression analysis since may depict variance inflation factor (VIF) addressing the error.

#### 4.4.3 Multiple Regression Analysis

The analysis is conducted to show the influence of each predicting variable to the dependent variable. Since that is the case, model summary test is first conducted to show the overall relationship of the predictors to the dependent variable with the results shown in Table 4.5.

**Table 4.5: Model Summary**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 <sup>a</sup>	.278	.266	1.05286

a. Predictors: (Constant), Strategic Marketing Campaigns, Digital Transformation Efforts, Health and Safety Measures

**Source:** Field Data (2024).

The results indicate the influence of all predictors to the dependent variable determined by  $R^2$  coefficient that the overall influence of the predicting variables to the dependent variable is by 27.8%, which signifies that the influence is low that the study assumptions have far from being realized. This is attributed by the fact that the  $R^2$  coefficient is less than 0.5 (50%). However, the model may be further complemented with the analysis of variance (ANOVA) test provided that it may be generated significant statistically that may demonstrate the outcome pertaining to the overall influence of the predictors to the dependent variable. Therefore, Table 4.6 describes the results as follows.

**Table 4.6: ANOVA**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.097	3	25.032	22.582	.000 <sup>b</sup>
	Residual	195.097	44	1.109		
	Total	270.194	47			

a. Dependent Variable: Airline Performance

b. Predictors: (Constant), Strategic Marketing Campaigns, Digital Transformation Efforts, Health and Safety Measures

**Source:** Field Data (2024).

The study results indicate that airline performance in Tanzania through adopted marketing strategies is positively influenced with strategic marketing campaigns, digital transformation efforts and health and safety measures. This is attributed by the fact that the analysis of variance (ANOVA) test has been generated statistically significant with  $p < 0.05$ . This implies that the study assumptions have been positively realized or met. However, multiple regression is described to show the outcome of each predictor and the variance inflation factor (VIF) with results shown in Table 4.7.

The study results indicated the outcome on the multiple regression analysis that among the three tested predictors to the dependent variable; all of them namely strategic marketing campaigns, digital transformation efforts and health and safety measures are positive with significant effect statistically towards airline performance as the dependent variable ( $p < 0.05$ ). The implication of the results is that airline performance in Tanzania through adopted marketing strategies is influenced with strategic marketing campaigns, digital transformation efforts and health and safety measures. However, with variance inflation factor (VIF) the outcome is that the coefficients are less than 5 which signifies that the variables under study do not possess multicollinearity problem.

**Table 4.7: Multiple Regression Analysis**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.914	.188		4.851	.000		
Strategic Marketing Campaigns	.262	.089	.265	2.939	.004	.503	1.989
Digital Transformation Efforts	.312	.072	.339	4.312	.000	.666	1.502
Health and Safety Measures	.011	.081	.045	3.135	.009	.566	1.768

a. Dependent Variable: Airline Performance

**Source:** Field Data (2024).

## **4.5 Discussion of the Results**

### **4.5.1 Strategic Marketing Campaigns and Airline Performance**

The results show that strategic marketing campaigns have positive and significant impact towards airline performance. This implies that airline performance in Tanzania through adopted marketing strategies is influenced by strategic marketing campaigns. The assertion is in line with Eveleth (2020) suggesting that marketing strategies employed by the Airline entities in Tanzania especially the Air Tanzania Company Limited basically matched with the ways to boost the business since pricing became realistic and affordable with several strategies that attracts customers including pay little by little on the tickets through *Kibubu* initiatives and others. This attracted many to use the services even the times of the pandemic threat by the COVID 19 respectively.

Despite that, Kelman (2019) suggest that marketing strategies during the pandemic threats corresponded with the views of the government especially the fifth regime that the country maintained a different perspective from countries almost all over the globe by denying curfews and lockdowns and insist on the conduct of the activities as usual. The strategy basically engaged customers towards the same policy and the position of the country which became friendly and acceptable by the consumers both locals and the non-locals as the foreigners.

### **4.5.2 Digital Transformation Efforts and Airline Performance**

The study results also indicate that digital transformation efforts have positive and significant impact towards airline performance. This implies that airline performance in Tanzania through adopted marketing strategies is influenced by digital

transformation efforts. This is in line with Locke (2021) suggesting that Airline entities including Air Tanzania company Limited with the outbreak of the pandemic basically improved its digital services which made the company to excel market-wise. This was due to the fact that e-services in accessing and boarding tickets were improved that made customers to be relaxed and became willing to enjoy the services.

Also, Sharma (2019) on the other hand suggest that Airline business in Tanzania especially on the Air Tanzania Company Limited with the pandemic outbreak fostered another breakthrough on digital services improvement which became the point of advantage to the entity at the time and even afterwards that they have been useful in fostering increasing market share and competitive advantage in the market respectively.

#### **4.5.3 Health and Safety Measures and Airline Performance**

The study results further indicate that health and safety measures have positive and significant impact towards airline performance. This implies that airline performance in Tanzania through adopted marketing strategies is influenced by health and safety measures. The statement is connected with Villaseca (2019) suggesting that Airline system in Tanzania including the Air Tanzania Company Limited regardless of the different perspective towards COVID 19 pandemic still the government and the entity emphasized on the compliance and adherence towards health and safety measures including face masks, social distancing at some points and vaccination as the option for those willing to take the dose. This made the entity to attain great deal of success since with the variations of the perspectives and views among the public

each and every one was able to be satisfied that became useful for the company to attain success.

Also, Katera (2019) suggest that Air Tanzania company Limited and other airlines in Tanzania during the pandemic the entity(s) have been resorting to the inclusion of health safety measures that seemed to be accommodating and acceptable to a great scale to assure safety. They include mask covers on the face, temperature check before passenger boarding, and others. This automatically assured safety to the passengers as customers that fostered market share and performance in the activity.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Chapter Overview**

The chapter describes the summary of the study supported by the conclusion and the recommendations of the study. The description of the chapter is in line with the study results that furthermore the chapter describes the areas for further studies.

#### **5.2 Summary of the Key Findings**

The study assessed the impact of adopted marketing strategies on airline performance in Tanzania Company Limited. The study consisted of three predicting variables tested towards airline performance as the dependent variable. The predicting variables include strategic marketing campaigns, digital transformation efforts and health and safety measures. Explanatory design was employed in facilitating knowledge generation process since was facilitated by causal relationship testing. Primary data were used in facilitating knowledge generation by means of structured questionnaire that facts were gathered from Air Tanzania company Limited specifically from the employees through the sample of 83 respondents. The collected results were computed in SPSS software version 23 to obtain statistics to present the results. Therefore, correlation and multiple regression analysis were used to describe the relationship between study variables.

Findings revealed that among the three tested predictors to the dependent variable; all of them namely strategic marketing campaigns, digital transformation efforts and health and safety measures are positive with significant effect statistically towards airline performance as the dependent variable ( $p < 0.05$ ). The implication of the

results is that airline performance in Tanzania through adopted marketing strategies is influenced with strategic marketing campaigns, digital transformation efforts and health and safety measures.

### **5.3 Conclusion**

Airline performance in Tanzania through adopted marketing strategies is indeed facilitated with strategic marketing campaigns, digital transformation efforts and health and safety measures. This is attributed by the fact that the variables have been generated significant towards airline performance. Since that is the case, still the airline performance at the moment is well performed through digital marketing and adequate strategies for flexibility and efficiency realization with the aim of assuring the realization of the expected goals and objectives that needs to be realized by the entities.

### **5.4 Implication of the Study**

The section comprises of the description on the theoretical and policy implication that the description is as follows.

#### **5.4.1 Policy Implication**

The study results being the fact that airline performance during the pandemic in Tanzania was positively influenced with strategic marketing campaigns, digital transformation efforts and health and safety measures. These components in the practices came to be a reality since they were initiated institutionally as policy under clear stated legal framework to be recognized and become accepted and realistic in the practices and operations.

#### **5.4.2 Theoretical Implication**

The study results clearly depicts that they are connection with the theory guided the study that with the predominance of the resources as being the determinant of the successful realization of the goals and objectives entails that the adopted marketing strategies served as resources in the marketing strategies adopted that enabled the successful realization of the organization goals and objectives. This automatically led to the attainment of recognition and the prospects towards attaining break-even respectively.

#### **5.5 Recommendations**

Since the fact is that airline performance is influenced by adopted marketing strategies, the study recommend that the technology should be emphasized and set to be improved as they advance in terms of utilization to assure flexibility is further innovated for simplicity since it assures service quality in the process by the Airline business. This is the case because as the technology advances improvements advance that may be reflected in the activities and practices that automatically have been useful in fostering competitive advantage and market share generation respectively.

The study also recommend that though digital applications assures quickness and easiness in the transactions and risk management measures that must be always adhered and assured in the process to assure efficiency in the operations. This is important because once quickness is emphasized with less focus on risk management the entire pattern of imposing realistic marketing strategies become firm and assured guaranteeing gains and well-being in the Company and other entities in the sector in Tanzania.

### **5.6 Limitations of the Study**

The study was limited on two main counts that first and foremost the allocated time for the study conduct was limited to the extent that it consisted of short duration that the researcher needed to issue compliance. Also, the study was limited by the response of the participants in the collection process that some showed unwillingness and others wrongly filled the instruments. The researcher overcome the situations in the manner that had comply with the set duration and also the researcher added the number of research tools to cover the deficit of the instruments that were returned with defects and those that were never returned.

### **5.7 Areas for Further Studies**

The study was conducted towards knowledge generation by means of quantitative approach that the other study may be untrue subjectively by means of qualitative approach. Also, the study was conducted on the adopted marketing strategies towards airline sector performance. However, another study may be conducted on adopted marketing strategies influence in any other sector apart from the airline.

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## APENDINCES

### Appendix I: Questionnaire

My name is Elia Moshi, a student at The Open University of Tanzania pursuing a Master's of Business Administration in Marketing. As part of the fulfillment of this study, I am conducting research title: *Impact of Adopted Marketing Strategies during Covid 19 Pandemic on the Performance of Air Tanzania Company Limited*. Information being gathered will be confidential and used solely for academic purposes and not otherwise. Kindly, I request you to respond to the questions given below.

Thank you for being so cooperative to complete these questionnaires.

### SECTION A: General Information

**INSTRUCTION:** (Tick whichever appropriate)

#### 1. Gender.

a) Male ( )

b) Female ( )

#### 2. Age

a) 18 -25 ( )

b) 26 -35 ( )

c) 35-45 ( )

d) 45-55 ( )

e) 56 and above ( )

#### 3. Education level

- a) Primary ( )
- b) Secondary ( )
- c) Certificate ( )
- d) Diploma ( )
- e) Degree ( )
- f) Masters or Higher

#### 4. Years in Service

- a) 1-3 ( )
- b) 4-7 ( )
- c) 8-10 ( )
- d) 11-15 ( )
- e) 15-20 ( )
- f) 20 and above

#### 5. Strategic Marketing Campaigns

For the following questions please tick the number of your choice, where: 1. Strongly Disagree, 2. Disagree 3. Neutral/Not sure 4. Agree and 5. Strongly Agree

	1	2	3	4	5
<b>Statement</b>					
Our airline had clear strategy for increasing market share during COVID-19 pandemic					
Through application of market analytics during COVID-19, the Air Tanzania company Limited was able to meet the available market demands					
During COVID-19 the Air Tanzania company Limited conducted promotional marketing using available e-commerce tools					
Air Tanzania company Limited focused on available market data to drive market penetration strategies during COVID-19					

## 6. Digital Transformation Efforts

	1	2	3	4	5
<b>Statement</b>					
The Air Tanzania Company Limited relies used available social media tools to improve the customer attraction to our services during the COVID-19					
The Air Tanzania company Limited used online promotional activities through the various social media networks during the eruption of COVID-19					
The Air Tanzania company Limited utilizes social media sites as tool of fostering engagement with our customers against the impacts of COVID-19					
The Air Tanzania company Limited managed brand awareness practices by utilizing social media channels during the COVID-19					

**Appendix ii: Clearance Letter**

THE UNITED REPUBLIC OF TANZANIA  
 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
**THE OPEN UNIVERSITY OF TANZANIA**



**Ref. No OUT//PG2022001143**

**27<sup>th</sup> August, 2024**

Human Resource Office,  
 Air Tanzania Company Limited  
 (ATCL),  
 P.O.Box 543,  
**DAR ES SALAAM**

Dear Human Resource Officer,

**RE: RESEARCH CLEARANCE FOR MR. ELIA L. MOSHI REG NO:  
 PG2022001143**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Elia L. Moshi, Reg.No: PG2022001143**), pursuing **Masters of Business Administration (MBA)**. We here by grant this clearance to conduct a research titled **“Impact of Adopted Marketing**

**Strategies during Covid- 19 Pandemic on the Performance of Air Tanzania”**. He will collect is data at your office from 29<sup>th</sup> August 2024 to 30<sup>th</sup> October 2024.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Gwahula Raphael Kimamala

**For: VICE CHANCELLOR**



ATC House, Ohio Street,  
P. O. Box 543, Dar es Salaam,  
TANZANIA  
Phone: (255 22) 219 - 7200  
Fax: (255 22) 2113-114

Ref. No: AC.49/220/01/229

17<sup>th</sup> September, 2024.

Vice Chancellor,  
The Open University of Tanzania,  
P. O. Box 23409,  
**DAR ES SALAAM.**

**RE: RESEARCH CLEARANCE FOR MR. ELIA L. MOSHI REG NO: PG2022001143**

Please make reference to your letter with reference no. OUT/PG2022001143 dated 27<sup>th</sup> August, 2024.

2. This is to notify you that your request of collecting data for academic research titled 'Impact of Adopted Marketing Strategies during Covid – 19 Pandemic on the Performance of Air Tanzania' as part of Mr. Elia L. Moshi who pursuing Masters of Business Administration (MBA) is hereby granted with effect from 17<sup>th</sup> September, 2024 to 30<sup>th</sup> October, 2024.
3. The student is also required to adhere to the Company's rules and regulations accordingly.
4. Kindly be informed,

K. Masisi

**FOR: MANAGING DIRECTOR & CEO**



Directors: Prof. Neema Mori (Chairperson)  
Mr. Ibrahim Mussa, Dr. Neema Kiure Mssusa, Eng. Raphael Bokango, Mr. John Mhango Njawa,  
Lt. Col Amour Jen Ally

Air Tanzania Company Limited - Registration No.44903