



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF MARKETING STRATEGY PRACTICE IN
THE CASE OF ST. GEORGE BREWERY FACTORY**

**BY:
EDEN TSEGAYE**

**MAY, 2017
ADDIS ABABA, ETHIOPIA**

**ASSESSMENT OF MARKETING STRATEGY
PRACTICE IN THE CASE OF ST. GEORGE BREWERY
FACTORY**

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION**

BY:

EDEN TSEGAYE

ADVISOR:

Ass. Pro Simon Tareke

MAY, 2017

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS

**ASSESSMENT OF MARKETING STRATEGY PRACTICE IN THE CASE OF ST.
GEORGE BREWERY FACTORY**

BY:

EDEN TSEGAYE

APPROVED BY BOARD OF EXAMINERS

DEAN, GRADUATE STUDIES

SIGNATURE

ADVISOR

SIGNATURE

EXTERNAL EXAMINER

SIGNATURE

INTERNAL EXAMINER

SIGNATURE

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Ass Pro. Simon Tareke. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Name

Signature

St. Mary's University, Addis Ababa May, 2017

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

Signature

St. Mary's University, Addis Ababa May, 2017

Table of Contents

ACKNOWLEDGEMENTS	1
List of Table	ii
List of Figures	iii
Abstract	iv
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the Problem	3
1.3. Research Question	4
1.4. Objectives of the Study	4
1.4.1. General Objective	4
1.4.2. Specific Objectives	4
1.5. Significance of the Study	4
1.6. Scope of the Study	5
1.7. Limitation of the Study	5
1.8. Organization of the Paper	5
CHAPTER TWO	6
REVIEW OF RELATED LITERATURE	6
2.1. Theoretical Literature	6
2.1.1. Marketing Strategy Overview	6
2.1.2. Elements of Marketing Strategy	7
2.1.3. Segmentation, Targeting and Positioning (STP)	7
2.1.4. Marketing Mix Strategies	10
2.2. Review of Empirical Literature	24
2.2.1. Influence of Marketing Strategy on Market Share	24

2.2.2. The Marketing Strategy Practice	24
2.2.3. Marketing Mix of 4P’S for Competitive Advantage	25
2.2.4. Strategic Marketing and Firm’s Performance.....	26
2.2.5. The Effect of Marketing Mix in Attracting Customers	27
2.3. Conceptual Framework.....	28
CHAPTER THREE	29
RESEARCH DESIGN AND METHODOLOGY	29
3.1. Research Design.....	29
3.2. Target Population.....	29
3.3. Sources of Data	30
3.4. Data Collection Method.....	30
3.6. Data Analysis	30
CHAPTER FOUR.....	31
RESULTS AND DISCUSSION.....	31
4.1. Profile of Respondents.....	31
4.2. Results and Discussions of Specific Questions	34
4.2.1. Major Challenges in Implementing Marketing Strategy	44
CHAPTER FIVE	46
SUMMARY, CONCLUSIONS AND RECOMMENDATION.....	46
5.1. Summary of the Major Findings	46
5.2. Conclusion	48
5.3. Recommendation	50
Reference	52
Appendixi	

ACKNOWLEDGEMENTS

First and for most, I would like to give my glory and praise the Almighty God for his invaluable cares and supports all the way through the course of my life and helped me since the inception of my education to its completion and enabled me to achieve my career.

Next, my special thanks extended to my Advisor Ass. Pro Simon Tareke for his constructive corrections, insightful comments and suggestions are highly appreciated.

My sincere and heartfelt goes to employees of the marketing department of St. George Brewery Factory for their honest response to my questioners.

Finally I am greatly indebted my families and friends for their encouragement, moral support and suggestions. A special word of mouth is their credit.

List of Table

Table 4.1. Response Rate	31
Table 4.2. Gender of Respondents	31
Table 4.3. Age of Respondents	32
Table 4.4. Educational Level of Respondents	32
Table 4.5. Positions of Respondents	33
Table 4.6. Work Experience	33
Table 4.7. Opinion of Employees towards the Company's Marketing Mix Strategies	34
Table 4.8. Customers Primary Reason for Buying Company's Product	34
Table 4.9. Employees Response in Relation to the Company's Product Quality.....	35
Table 4.10. Employees Opinion Concerning Price of the Company's Products	36
Table 4.11. Employees Response about the Process of Selling the Company's Products	36
Table 4.12. Employees' Response about Product Accessibility and Availability.....	37
Table 4.13. Employees Opinion Concerning the Company's Advertising Strategy	38
Table 4.14. Employees' Opinion about Appropriateness of the Company Promotional Tools ...	38
Table 4.15. Employees' Response about Bases of Market Segmentation	39
Table 4.16. Employees Opinion towards Target Customers	40
Table 4.17. Employees Response about the Brand Image Effectiveness	41
Table 4.18. Communication Effectiveness between the Departments	42
Table 4.19. Opinions of Employees Regarding Marketing Strategy Practices.....	43
Table 4.20. Employees Opinion towards Overall Marketing Strategies	44

List of Figures

Figure 1: Sales and Profit Life Cycle..... 12

Figure 2: Framework of Marketing Strategy 28

Abstract

One of the core activities in Business Company to stay in a business is having a well developed marketing strategy. The crucial success or failure of a company depends on its marketing strategy. Having this in mind, this study has been conducted to assess the marketing strategy practices of St. George Brewery Factory. It assessed how the marketing strategies were practiced in the company to achieve its goals aligned with segmentation, target market, positioning and the marketing mix elements to satisfy customer requirements. The study is a descriptive type of research employed by using both qualitative and quantitative approaches. Both primary and secondary data collection instruments were used to collect data. The primary data was collected through open and closed ended questionnaire. Considering the size of the population is small the selections of the respondents was carried out by using census. The finding show that the company used all the 4ps of marketing mix element in the marketing strategies and provides quality products with affordable prices by promoting its products by using high and effective advertising mechanisms. The product availability and accessibility are at admirable with the practices of both direct and indirect distribution channel. On the other hand, the company has identified its target customers and the company's market segmentation practice is geographical location. Communication effectiveness between marketing department and other departments is very good. Even though the marketing strategies of the company are effectively practiced, there are some problems that the company faced while implementing it. these are; infrastructure problems, economic problem, intensive competition in the market, shortage of raw materials, seasonality of consumption, socio cultural problems and the time and cost of awareness creation for the customers. Finally, the researcher suggests that the Company better develop a long-range view and try to implement a more structured approach to attain information about potential customers, competitor's action and market intelligence within the industry.

Key Words: *Marketing strategy, Market segmentation, Target marketing, Positioning and marketing mix*

CHAPTER ONE

INTRODUCTION

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

1.1. Background of the Study

We know that marketing differs from the other functional area in that it's a primary concern with exchanges that takes place in markets outside the organization and it is a critical part of the company's success. So to find and keep customers by creating competitive advantage companies have to design an appropriate marketing strategy. "Marketing strategy is a marketing logic by which the company hopes to create customer value and achieve profitable customer relationship."(Kotler and Armstrong, 2012).Creating customer value and long term relationship with the very competent business environment companies must review and watch carefully the environment and their marketing strategy.

Homburg (2009) found that marketing strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable advantage. Marketing strategies includes all basic and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives.

Marketing strategy determines the choice of segments, target market, positioning, marketing mix, and allocation of resources. Marketing strategy encompasses selecting and analyzing the target market(s) and creating and maintaining an appropriate marketing mix that satisfies the target market and company. (Paul Fifield, 1994).As wind and Robertson (1983) demonstrated that, marketing strategy focuses explicitly on the quest for long run competitive and consumer advantage. Marketing strategy's serves a boundary role function between the firm and its customers, competitors and other stakeholders.

Marketing is uniquely able to assess consumer needs and the firm's potential for gaining competitive advantage. Marketing develops strategy based on analysis of consumers' competitors and other environmental forces. Marketing strategies are generally deals with the marketing mix of 'four Ps' product, price, promotion and place. All the marketing mix variables help the company in formulating marketing strategies as competitive advantages (Jain, 1997).

The Organization in question St. George Brewery Factory was established in 1922 by a Belgium Nationalist Mussie Dawit Hale. The Brewery was set up with modest premises to produce the country's first bottled Beer. The St. George Brewery Factory is situated near the Mexico square, Addis Ababa and occupies an area of 20,000 square meters of land. The brewery stands right on the same site it was 80 years ago. Slowly, but steadily, St. George Brewery continued to grow and was nationalized. (<http://www.addismap.com/bgi-ethiopia>).

The factory is now owned by BGI, an internationally acclaimed Brewing company that operates in many countries. Most of all the workers showed great commitment and dedication to keep the brewery and its product popular. The role played by the brewery was significant in supporting and promoting other social activities. Today, St. George is the oldest beer in Ethiopia and is certainly also the youngest with fresh dynamism. (<http://www.addismap.com/bgi-ethiopia>).

Thus, the purpose of the study was to assess the marketing strategy practices of the St. George Brewery Factory.

1.2. Statement of the Problem

It is natural that every business organization whether small or large, private or government, domestic or international operate in a turbulent and uncertain environment. In the context of changing customer expectations, technological discontinuities, increasing environmental uncertainties, business managers have a big challenge of making the right strategic choice and setting their strategic priorities in order to allocate their resources to different functions in an efficient manner for business success. Due to this, managers must develop new tools, new concepts, new strategy and the new mindsets to cope with turbulent environments leading to discontinuous change (Jain, 1997).

In fact when you run a business, everything might not be easily accomplished. Marketing success is the lifeblood of any company. Everyone knows that a marketing strategy influences the company's ability to generate profits or to stay in business. Likewise St. George Brewery might face with some problems regarding the present situation of completion in the beer industry while practicing the marketing strategy. Currently Foreign investment in Ethiopia's beer industry is showing a huge increase and multinational beer companies are increasingly attracted to the industry and continuing to increase their presence and local companies also purchased by international companies. Dashen, Heineken with different products, Meta, Raya, Zebidar and Habesha are some of the beer companies operating in Ethiopia. St. George Brewery Factory is competing with both the existing brewery companies and new entrants.

Even though, St. George Brewery is the oldest beer in Ethiopia and having 50.01% market share in the country beverage industry. (<http://www.addisfortune.net/article/ethiopian-beer-market/.com>). The marketing strategies practice of competitors creates the shift of customer to the new products; the new beer companies are entering in to the market in huge capacity and use their full potential to penetrate the market through promotion and to widen their destination. Due to this fact, it is difficult to increase sales, profit and customer satisfaction and it might have an impact on the company market share. For this reason it is difficult to remain competitive and to sustain growth. In such circumstances companies have to design a proper marketing strategy in terms of the major marketing mix's to overcome with the stiff competition." The marketing mix is one of the dominant in modern marketing" (Kotler, Armstrong, Saunders and Wong, 1999).

In addition companies are expected to develop a proper segmentation, target market and positioning of its product in order to have competent marketing strategy that enables to achieve company's objective. Therefore company's marketing strategy has to be reviewed and needs modifications with environmental changes.

This study arises from the need to assess the current practice of marketing strategy of the firm from the company perspective more effectively and efficiently. These industry issues and problems demand that firms continually assess its marketing strategy elements to remain competitive in the market.

1.3. Research Question

1. How are the marketing mix's 'the four P's' elements designed for marketing strategies in order to fulfill customer requirement?
2. How does St. George brewery apply segmenting, targeting and positioning its market to win competitors?
3. What are the problems encountered in implementing the marketing strategies?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of the study is to assess the marketing strategy practices of St. George Brewery Factory.

1.4.2. Specific Objectives

- To assess how the marketing mix elements used by St. George Brewery to satisfy customer's requirement.
- To assess how the company strategically applies segmenting, targeting and positioning the market to achieve its objective.
- To identify problems encountering the marketing strategy implementation of St. George Brewery Factory.

1.5. Significance of the Study

The ultimate goal of any business establishment is to remain in business profitably through production and sale of products or services. One of the core activities in a business company is having a well developed marketing strategy. The main success or failure of a company depends on its marketing strategies.

Therefore, the study was intended to help the company management to redirect their attention to this highly essential function. This study was expected to worth to look the company's problem related to marketing strategy implementation. The study will also contribute towards the advancement of theoretical knowledge and it serve as a useful document for further reference for marketing researchers, consultants and business students at different level.

1.6. Scope of the Study

The scope of the study was cover how the marketing strategy is practiced in the St. George Beer Factory in order to attain its stated goals that aligned with segmenting, target markets, positing and marketing mix 4p's. This study was delimited to the marketing strategy practices by the organization side with concerned employees (marketing department staffs).

1.7. Limitation of the Study

The study was limited and focused on marketing strategy practices of St. George Beer Factory from the company perspective only and in this study only 4p's of marketing mixes aligned with STP (segmentation, target market and positioning) are taken as a variable of marketing strategies, there are additional other 3p's of marketing mixes (people, process and physical evidence) that may applicable in the service marketing and a well established business companies use to define their marketing strategy. Besides to this, with in marketing strategy practices the remaining 3p's are not considered in this study. Thus, other researcher may consider this issue for further studies.

1.8. Organization of the Paper

The study is organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, objectives, significance, the scope and limitations of the study. Chapter two consists of the review of relevant literature. Chapter three focused on research methodology and relevant justifications. The Chapter four was contains data analysis and presentation of the results. Finally, chapter five concerned with the summery of the major findings, conclusion and forwarded recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter gives an overview of literature that is related to the research problem presented in this study. Marketing strategy overview, three generic strategies, elements of marketing strategy, basic factors considered in the marketing strategy and major challenges in the implementation of the marketing strategy were introduced in order to give a clear idea about the research area.

2.1. Theoretical Literature

2.1.1. Marketing Strategy Overview

Kotler and Armstrong (2012) defines Marketing strategy is a marketing logic by which the company hopes to create customer value and achieve profitable customer relationships. From the above definition we can understand that marketing strategy focuses on long term company objective and maintains a long term relationships with the customers and it is a means to realize the company's stated goal. Marketing strategy involves two key questions: which customers will we serve (segmentation and targeting)? And how will we create value for them (differentiation and positioning)? Then the company designs a marketing program the four Ps that delivers the intended value to the targeted customers (Kotler, 2012.)

In any business identifying the user of the products and services and as the same time value creation with the customer is a key success for the company. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources. Marketing strategy encompasses selecting and analyzing the target market(s) and creating and maintaining an appropriate marketing mix that satisfies the target market and company. Marketing strategies are the means by which marketing objectives will be achieved and are generally concerned with the four major elements of the marketing mixes; product, price, promotion and place (McDonald and Dunbar, 2007) Taking consideration of the above definition companies rely on marketing strategies for established product lines or services by designing a proper marketing mix business will sustain and customer's need will get satisfy.

2.1.2. Elements of Marketing Strategy

A Marketing strategy is made of several interrelated elements. The first and most important is market selection which is directly related to choosing the markets to be served. Product planning includes the specific product the company sells i.e. the makeup of the product line, the design of individual offerings in the line. Another Element is the distribution system; the wholesale and retail channels through which the product moves to the people who ultimately buy and uses it. The overall communication strategy employs advertising to tell potential customers about the product through radio, television, direct mail, and public print and personal selling to deploy a sales force to call on potential customers, urge them to buy, and take orders. Finally, pricing is an important element of any marketing program and is most directed marketing elements in the creation of value to shareholders. The company must set the product prices that different classes of customers will pay and determine the margin of commissions to compensate agents, wholesalers, and retailers for moving the product to ultimate users (Mongay, 2006).

2.1.3. Segmentation, Targeting and Positioning (STP)

Michael (2011) suggests that “Almost any marketing textbook will tell you that the key to successful marketing can be summed up by the STP strategy—that is, segmentation, targeting, and positioning”. The term market segmentation refers to subdividing a market along some community, similarity or affinity. That is a member of the market segment share something in common. STP marketers attempt to identify those market segments, direct marketing activities at the segments which the marketers believe that their company can satisfy better than their competitors, and position their product offering so as to appeal to the targeted segments.

Actually, every buyer has individual needs, preferences, resources and behaviors. Since it is not impossible to provide for every customer’s individual characteristics, marketers group customers to market segments by variables they have in common. These common characteristics allow developing a standardized marketing mix for all customers in this segment. Andrew (2010) Good use of STP(segmentation, target market and positioning) lead to segmentation of the market in to groups that are homogenous by need, these groups can then be prioritized by their positional return and one or more is then chosen to be served-it/they become a target market-and a marketing mix is chosen to do just that.

2.1.3.1. Bases for Segmentation

The markets can be segmented based on the following basic customer's characteristics.

A. Demographic Segmentation

In demographic segmentation, we divide the market on variables such as age, family size, family life cycle gender, education; religion, race, generation, income, nationality and social class (Kotler, 2007). Gender, age, income, housing type, and education level are common demographic variables. Some brands are targeted only to women, others only to men. Music downloads tend to be targeted to the young, while hearing aids are targeted to the elderly. Education levels often define market segments.

B. Geographic Segmentation

Geographic Segmentation divides the market in to geographic unites such as nations, states, regions, countries, cities, or neighborhoods (Kotler, 2007). This is perhaps the most common form of market segmentation, wherein companies segment the market by attracting a restricted geographic area. For example, corporations may choose to market their brands in certain countries, but not in others. A brand could be sold only in one market, one state, or one region. Geographic segmentation can take many forms (urban versus rural, north versus south, seacoasts versus interior, warm areas versus cold, high humidity areas versus dry areas, high elevation versus low elevation areas, and so on).

C. Behavioral Segmentation

In behavioral segmentation, marketers divide the buyers in to groups on the basis of their knowledge of, attitude towards; use of, or response to the product (Kotler, 2007). Behavioral segmentation is based on actual customer behavior toward products. Some behavioral variables include: Benefits sought, Usage rate, Brand loyalty, User status: potential, first time, regular, etc., Readiness to buy, Occasions: holidays and events that stimulate purchases.

D. Psychographic or Lifestyle Segmentation

Psychographic or Lifestyle Segmentation is a method of segmenting which seeks to classify people according to their values, opinions, personality, characteristics, interests and similar elements. Its nature makes the approach dynamic, as it is elements change, life style also would be altered, and the segmentation based on this technique must be dynamic (Koyade, 2014).

2.1.3.2. Target Market Selection

Once the firm has identified its market –segment opportunities, it must decide how many and which one to target (Kotler, 2012). According to the above definition after segmentation the market to be served has to be identified in target marketing selection. Targeting is the actual selection of the segment. A set of buyers sharing common needs or characteristics that the company decides to serve. According to Kotler, et al., (2010), market segmentation reveals the firm’s market segment opportunities. The firm now has to evaluate the various segments and decide how many and which segments it can serve best. Target marketing helps sellers indentifying marketing opportunities better. The sellers can develop the right offer for each target market in which they can adjust their prices, distribution channels, and advertizing to reach the target market efficiently. As Kotler, (1999) stated thus, target marketing calls for three major steps; the first is market segmentation the act of identifying and profiling distinct groups of buyers, who might require separate products and /or marketing mixes. The second step is market targeting, the act of selecting one or more market segments to enter. The third step is a market positioning, the act of establishing and communicating the products key distinct benefits in the market.

2.1.3.3. Positioning

“Products are created in the factory, but brands are created in the mind” says a positioning expert (Kotler, et al., 2010). One of the most critical strategic decision a company faces is how to “position itself” in its competitive environment. From the view point of marketing function, the alternatives are usually expressed in terms of product position: the mixes of product design characteristics, pricing, distribution, and promotional/ communication approaches that differentiate the company’s product and related services from competitive offerings and make it more or less suitable for different market segments (Ghose, 2008). Similarly, as Cravens and Piercy (2009) stated, marketing program 4Ps (product, distribution, price, and promotion) strategy selected for each market target implement the positioning strategy, to achieve favorable positioning while allocating financial , human, and production resources to markets, customers, and products as effectively and efficiently as possible.

Positioning answers the question: Why will someone in the target market(s) buy my product or service instead of the competitions? An equivalent question is: What should be the perceived value of my offering compared to the competitions? (Kotler, 2007). Positioning is the use of marketing to enable people to form a mental image of your product in their minds (relative to other products). Positioning is how the product or service is to be perceived by a target market compared to the competition.

2.1.4. Marketing Mix Strategies

As stated by Kotler (2003) ‘‘Marketing mix describes the set of tools that management can use to influence sales’’. In order to maximize sales we have different kind of tools. The formulation is called the 4Ps-product, price, place and promotion.

It is a planned mix of the controllable elements known as a ‘‘mix’’ because each ingredient affects the other and the mix must overall be suitable to the target customer. Kotler (2003) also added other three Ps-People, Process and physical evidence. A profitable formula for marketing operation is mostly that marketing mix changes as per marketing conditions and with changing marketing factors.

The marketing tools are classified in to four broad groups, called the four Ps of marketing: products, price, place and promotion. To deliver on its value proposition, the firms first create a need satisfying market offering (product). It must decide how much it will charge for the offering (price) and how it will make the offering available to target consumers (place). Finally, it must communicate with target customers about the offering and persuade them of its merits (Kotler and Armstrong, 2012).

2.1.4.1. Product Mix Strategy

The product mix of an individual company can be described in terms of width, length, depth, and consistency. The width refers to how many different product lines the company carries. The length refers to the total number of items in the mix. The depth of a product mix refers to how many variants of each product are offered. The consistency of the product mix refers to how closely relate the various product lines are in end use, production requirements, distribution channels, or some other way (Kotler, 2007).

Kotler (2000) defines that product is anything that can be offered to the market to satisfy a want or a need. Products include physical good, services, experiences, events, persons, places, properties, organization, information, and ideas. The customer will judge the offering by three basic elements: product features and quality, service mix and quality, and price appropriateness. As a result, marketers must carefully think through the level at which they set each product's features, benefits and quality.

A product, service is the starting point of all marketing activities. A product is a combination of different attributes. It comprises of physical factors such as color, design, features, performance and non physical factors like value, quality etc. Product planning involves a variety of decision to be taken firmly to bring the product in the market. When we think about product we have to take consideration: Design is very important in a today's world as it is all about gaining attention, focusing it on the product and influencing the purchase decision of the customers. The design is directly linked to show success and makes the difference; Technology must be used to develop user friendly products with product differentiation. Usefulness of product can increase market share of the product as it is very essential component to have competitive advantage in the market a product should be developed keeping extra uses in comparison to same type of product available in the market. Product differentiation is established in the market by increasing the usefulness of a product. Value is something which is a look around of companies while developing a product so that if customers are paying then, they should not feel that they have been charged more than the manufacturing cost of the product. Hence high performance product which meets or exceeds a customer demand related to a product's performance should be developed.

Convenience is a factor related to usage of the product and the product should bring ease in life of customer. Quality product is one of the marketer's major tools (Kotler and Armstrong, 2012). Packaging is used for raising the product's value. Packaging increases the perceptual experiences about the quality of the product. Packaging plays the role of attention-getter which starts the sales process. It provides information about product attributes such as price, quality, quantity, instruction for use and other product information (Koyade, 2014). Kotler, et.al. (1999) defines Branding has become a central issue in a product strategy. On the one hand, developing a branded product requires a great deal of long term marketing investments, especially for

advertising, promotion and packaging. Branding usually assures high or at least consistent quality and hence encourages repeat purchase. Warranties give an assurance to the customer about after sales service which assures the customer about the durability of the product and maintains satisfied customers in the market.

Marketing Through the Product Life Cycle

In today's highly dynamic marketing environment, a company's marketing strategy must change as the product, market, and competitors change over time. Here, we describe the concept of the product life cycle (PLC) and the changes that companies make as the product passes through each stage of the life cycle. Kotler (2007), says that a product has a life cycle is to assert four things.

- Products have a limited life
- Product sales pass through distinct stages with different challenges, opportunities, and problems for the seller.
- Profits rise and fall at different stages of the product life cycle.
- Products require different marketing, financial, manufacturing, purchasing, and human resource strategies in each stage.

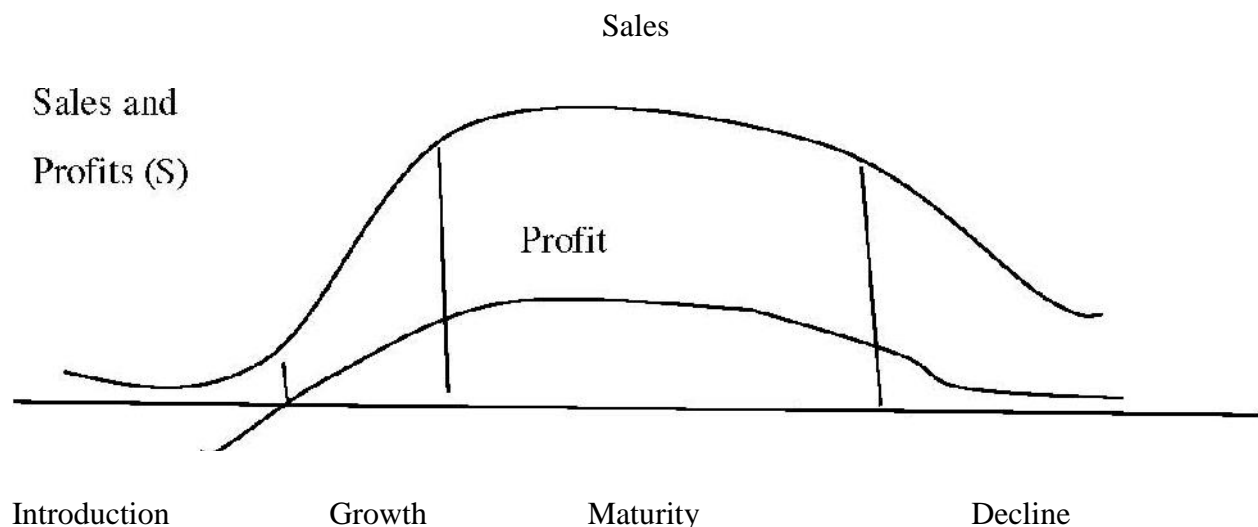


Figure 1: Sales and Profit Life Cycle (Kotler, 2007)

A). Marketing Strategies: Introduction Stage

Because it takes time to roll out a new product and fill dealer pipelines, sales growth tends to be slow at this stage. There are several causes for the slow growth: delays in the expansion of production capacity, technical problems (“working out the bugs”), delays in obtaining adequate distribution through retail outlets, and customer reluctance to change established behaviors. Kotler and Armstrong (2012) insist that introduction stage is a period of slow sales growth as the product is introduced in the market. Profits are nonexistent in this stage because of the heavy expenses of product introduction.

B). Marketing Strategies: Growth Stage

The growth stage is marked by a rapid climb in sales and attracted by the opportunities; new competitors enter with new product features and expanded distribution. Prices remain where they are or fall slightly, depending on how fast demand increases. Companies maintain or increase their promotional expenditures to meet competition and to continue to educate the market.

Kotler (2007) suggests that in the growth stage firms may use six strategies to make sustainable growth in the market:

- Improving product quality and adding new product features and improved styling.
- Adding new models and flanker products.
- Entering new market segments.
- Increasing distribution coverage and entering new distribution channels.
- Shifting from product awareness advertising to product preference advertising.
- Lowering prices to attract the next layer of price sensitive buyers.

C). Marketing Strategies: Maturity Stage

At some point, the rate of sales growth will slow, and the product will enter a stage of relative maturity. This stage normally lasts longer than the previous stages, and poses alarming challenges to marketing management. Most products are in the maturity stage of the life cycle, and most marketing managers cope with the problem of marketing the mature products.

Three strategies for the maturity stage are market modification, product modification, and marketing mix modification (Kotler, 2000).

Market Modification: the company might try to expand the market for its mature brand by working to expand the user of the brands. Product modification: Managers try to simulate sales by modifying the products characteristics through quality improvement. Marketing mix modification: products managers can try to stimulate sales by modifying other marketing mix elements such as prices, distribution, advertizing, sales promotion, personal selling and services.

D). Marketing Strategies: Decline Stage

As sales and profits decline, some firms withdraw from the market. Those remaining may reduce the number of products they offer. Kotler and Armstrong (2012) indicate that sales declines for many reasons, including technological advances, shift in consumer tests, and increased completion. As sales and profits declines, some firms withdraw firms the market.

Those remaining may prune their product offerings. They may withdraw from smaller market segments and weaker trade channels, and they may cut their promotion budget and reduce their prices further.

2.1.4.2. Pricing Strategies

Price is the only element in marketing mix that produces revenues, all other elements represent costs. Price is also the most flexible marketing mix elements (Kotler and Armstrong, 2012). As stated above after we produced our product we needs to make sales based on the prices that going to be set. The important factor in pricing is the deciding the cost of the product, strategy for marketing & its expenses related to distribution, advertisement expenses or any kind of price variation in the market. The most important elements of an effective market strategy are the ability to maximize and protect the price of the product. Since price is the final measure of customer value and competitive advantage.

Methods of Pricing

A. Cost Based Pricing

Kotler, et.al (1999) defines that cost plus pricing is adding a standard markup to the cost of the product. To calculate products cost we need to include the cost of production, promotion and distribution. Add the profit level you want from the business to the product cost subtotal to determine your product price.

The amount of profit you add to the product cost subtotal can be set according to three different methods (a profit percentage with product cost, add a percentage to an unknown product cost and blend of total profit and product costs). Each of the three costs based pricing methods described begin with a product cost subtotal. Therefore, the company designs what it considers being a good product, totals the cost of making the product, and sets a price that covers costs plus a target profit.

B. Competition Based Pricing

Consumers will base their judgments of a products value on the prices that competitors charge for similar products (Kotler, et.al 1999). The big advantage of competition based pricing is that you are focused on your industry and therefore your competition. An industry focus looks closely at the types of existing and emerging competition. Once you know what your competitors are doing, you can better decide how you will manage your business.

C. Value Based Pricing

Value based pricing means that the marketer cannot design a product and marketing program and then set the price. Price is considered along the other marketing mix variables before the marketing program is set. The company set its target price based on customer perceptions of the product value. The targeted value and price then drive decisions about product design and what cost can be incurred. As a result, pricing begins with analyzing customer needs and value perceptions and a price is set to mach consumers' perceived value (Kotler, et.al 1999).

2.1.4.3. Promotional Strategies

Promotion means activities that communicate the merits of the product and persuade target consumers to buy it (Kotler and Armstrong 2012). Promotion helps the trader and sales force to represent the product the consumers in an effective manner and bring them to buy. Promotion consists of different blends of its components which are used to achieve the company's marketing goal.

Promotional Mix

According to Andrew (2010) the elements of promotional mix are: personal selling, sales promotion, public relation, and advertising:-

Advertising

Advertising is a key component of promotion and is usually one of the most visible elements of an integrated marketing communications program. Advertising is paid, non-personal communication transmitted through media such as television, radio, magazines, newspapers, direct mail, outdoor displays, the Internet, and mobile devices. Advertising promotes all types of products, including goods, services, ideas, issues, people, and anything else that marketers want to communicate to potential customers. Whether used in consumer or business markets, there are two basic types of advertising: institutional and product advertising.

Institutional Advertising Institutional advertising promotes a firm's image, ideas, and culture, with the goal of creating or maintaining an overall corporate image.

Product Advertising Product advertising promotes the image, features, uses, benefits, and attributes of products. Product advertising comes in many different forms. (Ferrell and Hartline, 2011) In developing an advertising program, marketing managers must always start by identifying the target market and buyer motives. Then they can make the five major decisions, known as "the five Ms": Mission: What are our advertising objectives? Money: How much can we spend and how do we allocate our spending across media types? Message: What message should we send? Media: What media should we use? Measurement: How should we evaluate the results? (Kotler and Keller, 2012).

Personal Selling

Personal selling: any oral presentation in a conversation with one or more prospective purchaser for the purpose of making sales (Kayode, 2014). Personal selling is an effective way to manage personal customer relationships. The sales person acts on behalf of the organization. They tend to be well trained in the approaches and techniques of personal selling. Personal selling is highly persuasive and is often used in markets where personal choice figures strongly in the purchase. (Andrew, 2010.) Compared to other types of promotion, personal selling is the most precise form of communication because it assures companies that they are in direct contact with an excellent prospect. Though one-on-one contact is highly advantageous, it does not come without disadvantages. The most serious drawback of personal selling is the cost per contact. Personal selling is also expensive due to the costs associated with recruiting, selecting, training, and motivating salespeople. (Ferrell and Hartline, 2011).

Sales Promotion

Sales promotion, a key ingredient in marketing campaigns, consists of a collection of incentive tools, mostly short term, designed to stimulate quicker or greater purchase of particular products or services by consumers or the trade. Whereas advertising offers a reason to buy, sales promotion offers an incentive. Sales promotion includes tools for consumer promotion(samples, coupons, cash refund offers, prices off, premiums, prizes, patronage rewards, free trials, warranties, tie-in promotions, cross-promotions, point-of purchase displays, and demonstrations), trade promotion(prices off, advertising and display allowances, and free goods), and business and sales force promotion(trade shows and conventions, contests for sales reps, and specialty advertising). Sales promotions in markets of high brand similarity can produce a high sales response in the short run but little permanent gain in brand preference over the longer term. In markets of high brand dissimilarity, they may be able to alter market shares permanently. (Kotler and Keller, 2012).Sales promotion involves activities that create buyer incentives to purchase a product or that add value for the buyer or the trade. Sales promotion can be targeted toward consumers, channel intermediaries, or the sales force. Sales promotion includes broad assortment of promotional elements because it encompasses activities other than advertising, public relations, and personal selling. (Ferrell and Hartline, 2011)

Public Relations

Public relation is defined as the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics, institute of public relations. Public relations can be split into proactive communications designed to build understanding and reactive communications designed to counter misunderstanding. (Andrew, 2010.)Not only must the company relate constructively to customers, suppliers, and dealers, it must also relate to a large number of interested publics. A public is any group that has an actual or potential interest in or impact on a company's ability to achieve its objectives. Public relations include a variety of programs to promote or protect a company's image or individual products. The wise company takes concrete steps to manage successful relationships with its key publics.(Kotler and Keller, 2012).

Promotional Tools

The media communication is very important in our society. Through media, we can be influenced. Media can make a person drink a certain juice or alcohol or go to a certain store. Commercials and constant attention and interest in something in particular, in the end, make others follow it or try it (McGraw, 2004). Some of a few types of media communication as depicted below:

Televisions-Television news usually tells fewer stories in few words. And the producer decides which stories to include in news casts, how long they should be and in what order they appear.

Radio- radio stations can be great for reaching a wide audience their news departments usually covers news with the smallest staffs, in the shortest time for each story, and with the most frequent deadlines.

Magazine and other publication- are a way to read a very specific audience with a story. These publications are typically organized around an interest group such as business, health care or higher education.

Newspaper and Internet-It is the most simple and cheap way to find out latest news. To support the above idea, communication through the media indicates the public and the information we gather and sent to the public. The mass media can influence an entire nation very easily. Therefore, the company using these media should care in transferring their products.

Trade Fairs and Exhibitions

The purpose of trade fairs and exhibitions is to increase awareness and to encourage trial, largely through face to face contact of supplier and customer. They offer the opportunity for companies to meet with both the trade and the consumer, for both to build relationships outside traditional sales meetings. They are heavily used with business to business marketing, especially within technology and engineering based products. (Andrew, 2010.)

2.1.4.4. Distribution Strategies (Place)

Distribution is the physical movement of goods from producer to wholesaler, from wholesaler to retailer and from retailer to consumer (Manmohan, 2012). It includes distribution channels, warehousing facilities, mode of transportation and inventory control management thus it is a mechanism through which goods and services are moved from the service provider and

manufacturer to consumer. If the product is a business product then a business team is required to interact with different clients and ensure the availability of the product for them. Distribution has a huge effect on the profitability therefore a firm should have excellent supply chain and logistics management plan for distribution. All the four variables of marketing mix are interconnected. By increasing the price of the product, the demand of the product will be lesser distribution points will be required.

Kotler(2003) recognized that distribution channels are dynamic and they can create a competitive advantage when used right, but become a competitive liability when used liability. The overall marketing mix can result in dynamic modeling based on customer feedback for improving a product and the same can be launched as the upgraded product.

Channel of Distribution

Channel of distribution consists of a network of intermediaries those managers that manage the flow of goods and services from the producer to the final customer. The distribution system consists of channel intermediaries that provide a link between producers and final consumers.

The idea that marketing system uses channels that maximizes efficiency and effectiveness, minimizes costs, and delivers the greatest customer satisfaction (Kotler and Armstrong, 2010).

Merchant middlemen: include merchant wholesalers and retailers who take title to and resell the goods. Agent middlemen: include agents, brokers and manufacturer's sales branches and offices who do not take title to the goods involved. They rather negotiate purchase, sales or both.

The longest most indirect channel includes producer, one or more wholesalers or agents, retailers and consumers. This channel is the most appropriate when the producer's objective is to achieve maximum market penetration with intensive distribution.

The shortest channel, from producer to consumers, offers the most direct and quickest distribution route because no intermediaries are involved. It is easiest to manage and control (Anderson and Vince, 2000).

Ferrell and Hartline, 2011 Industrial users shop differently and have different needs than consumer; they use different channels of distribution. The five common channels for business goods are:

Channel A: Producer Industrial user: This is the most common method of distribution for major equipment used in manufacturing and other business. The manufacturer's sales force calls on the industrial user to sell goods and services.

Channel B: Producer Industrial distributors Industrial users this channel is used most often for small standardized parts and operational supplies needed to run a business. Industrial wholesalers (distributors) take ownership of products, stock them, and sell them as needed to industrial users.

Channel C: Producer Agents Industrial distributors Industrial users Small manufacturers who do not have the time or money to invest in a direct sales force may prefer this channel. The agent sells the goods to the industrial wholesaler who stores, resells, and ships them to the industrial users. The advantage of this arrangement is that both agent and industrial wholesalers are likely to be experts well known in the industry. Their reputation and services may be impossible for a small manufacturer to duplicate on its own.

Channel D: Manufacturers/Producers Agents Industrial users: This is another channel used when a manufacturer does not want to hire its own sales force. The agent represents the manufacturer for sale of the goods but does not take position or title. The merchandise is shipped directly from manufacturer the industrial user. Construction equipment, farm products, and dry goods are often marketed in this way. In fact, according to Ferrell and Hartline, (2011) the least commonly used channel in the consumer market; direct distribution (channel A) is the most commonly used in the industrial market.

2.1.4.5. People

Andrew (2010) remembered that, people buy from people that they like, so the attitude skills and appearance of all staff need to be first class. The people employed in any company will determine the quality of service that the customers receive. This is true for services, but also impact on business making tangible products. Happy, skilled and motivated staff makes happy customers. They are more likely to think about the customer and deliver good customer service if they are well trained and recruited for their positive attitude for customers. Therefore, a company can achieve a competitive advantage over competitors through a high level of pre sales and after sales support and advice.

2.1.4.6. Process

For the purpose of marketing mix, process is an element of service that sees the customer experiencing an organization's offering (Andrew, 2010.) The process involved in delivering the products and services to the customer have an impact on the way in which the customers perceive the business process of the company. By looking at all process involved in getting the products to the customer, the company must resolve those problems which are identified and serve the customers in a very organized and attraction way.

2.1.4.7. Physical Evidence

Physical evidence is a term used to describe the type of image that the business represents through its physical presence, namely its locations, the appearance of its staff, its vehicles etc. when customers do not have that can be see touch try before they buy ,they are more likely to assess you by the image of you put across. Andrew (2010) physical evidence is a material part of a service.

2.1.5. Three Generic Strategies

Cost Leadership

Porter (1990) pointed out that choosing a lower cost strategy means that the firm is able to produce the product cheaper than its competitors and there can only be one cost leader. The sources of cost advantage depend on the structure of the industry. It is necessary that the firm has a broad target and serves more than one segment. A lot of companies may even operate up or down streams in the industry. The firm often sells standard at acceptable quality and service.

According to Shapiro and Varian (1999) a firm that is able to sell more than other Firms will have the lowest average cost. This allows the firm to make money when others cannot. But to sell more the firm will need to lower the price; this also means that the firm has a smaller profit on each unit sold. If this works out the firm has to make up for the lost Revenues in volume. In traditional industries reducing the average cost of production is focusing on cutting down the unit cost of production.

Differentiation

By choosing a differentiation strategy Porter (1990) means that the firm is able to provide unique and/or superior value to the product more efficiently through quality, special features or after sale service. There can be many differentiators in an industry.

Differentiation allows the firm to add a premium value to the product, which leads to a higher profit than that of the competitors. The differentiated firm makes higher revenue per unit than the competitors, because of the buyer's special demand.

Shapiro and Varian (1999) pointed out that if the firm's strategy is differentiation, the firm must add value to the product, thereby distinguishing the product from the competing products.

Focus

As Porter pointed out that firms in the same industry can choose different competitive scopes in the same segment. The basic choice is between a broad target and an arrow target within the same segment. The narrow target is a well-defined market and the broad target is a larger market defined in a wider perspective.

According to Shapiro and Varian (1999) focus is achieved by personalizing the product. If a company succeeds in creating a unique product it will have breathing room to both personalize the pricing and to design the product. There are two ways of adding more value to a unique product and thereby being able to focus on a narrow target. The first one is to personalize or customize in order to generate more value for the customers; offer value adding services to achieve a closer relationship between the customer and the personalized product. The second one is to establish pricing arrangements that capture as many of the values as possible.

2.1.6. Competitive Strategies

It is discussed by Porter (1990) that every company has a competitive strategy; either it is official or unofficial to the market. There is a frame with four key factors that the companies can formulate into a competitive strategy. The first one is based on the company's strengths and weaknesses and describes its assets and skills in comparison to its competitors. Financial resources and technical skills are included in this key factor. Another key factor is the value of the company's employees.

This factor gives the company the motivation and need to actually take the strategy in to action. Together with the strengths and weaknesses it decides the inner boundaries for which strategy the company successfully can adapt. The external conditions are decided by the branch and the surroundings. The possibility of development and threats for the company settle the competition with the risks and possibilities. The last key factor includes the expectations from the society, the policy of the government, social commitments and development of the norm.

According to Davidson (2001), a company's competitive strategy is choosing a favorable industry. There are two main questions and they both have to work, otherwise there is no meaning for the company to go in to the industry. The first one is the profitability in long term and which factors that determine that. The second one is which components that are affecting the company's position in the market.

2.2. Review of Empirical Literature

2.2.1. Influence of Marketing Strategy on Market Share

Moggahadam (2012) in his study title ‘The influence of marketing strategy elements on Market share of firms in the case of polymer sheet manufacturing co.’ The central theme of the research was to explore the factors that influence its sales. The findings suggested that marketing strategy consist of product, price, promotion, and place strategies influence market share. In the product strategy quality, variety, sale service and product specification increased market. These findings indicate that firms need to manufacture a product with better quality, and this issue requires more attention in this competitive market. The researcher concluded that in the competitive environment of the market share, it is very important for a firm to be looking forward to the determinants of market share.

One of the important items in quality is the material of products that has the significant impact on quality of products. As noted by market needs different kinds of product with special specification in size, color, cover and thickness. Customers need after-sale service and information, especially about applying this kind of product for different production. So, managers who want to increase market share need to improve quality, introduce new product or variety of goods, apply the customer request specification in size and color, and hiring the specialized staff for after-sale service. According to analysis pricing, period of payment, offer of discounts, that are under the pricing strategy to increases sales volume. Companies need to decrease their cost to offer better price to customers due to the first important item for buyers, which is price of goods. In order to differentiate the price, one of Porter generic strategy is applied by many companies in their attempt to obtain these capabilities. In addition, period of payment and discount offering provide more value for buyers.

2.2.2. The Marketing Strategy Practice

Abeselom (2013) conducted a research with a title of ‘Assessment of marketing strategy practice in Ethio Telecom’. This research adopts a combination of primary and secondary source of information. The primary data was collected through the closed ended questionnaire distributed to marketing department staffs and personal interviews with top management of the company.

The selection of the respondent is by using census and from 52 questionnaires 50 usable questionnaires were collected and interview questions were forwarded to 3 chief officers of the company and used for analysis of the paper. The finding of the study revealed that the customer's primary reason for buying the company's product and service are because of the customer has no option to buy from other competitor, the company's product and service quality were rated as below average, the price of company's product and service were affordable, the company's product and service availability and accessibility are good, communication effectiveness between marketing department and other departments were rated as below average there is no segmentation for the residential customers and the company is facing problems to implement the marketing strategies.

Among the problems ineffective communication, structure problem in the marketing division, lack of coordination and network quality problem are the majors. Generally the research reveals that marketing element is the significant determinant of marketing strategy. Marketing mix also leads to increased commitment from the customer and enhances the feeling of association. Based on these, it is recommended that Ethio Telecom should investigate its marketing strategy and revisit its current performance against the problem.

2.2.3. Marketing Mix of 4P'S for Competitive Advantage

Meera (2012) also conducted a research with a title of "Marketing mix of 4p's for competitive advantage". According to the study the marketing mixes are the basic variables before launching a new product or service. The firms should also plan on these different components and they are product, price, promotion and place. The main aim of the article was to describe the importance of relationship of various components of marketing mix for attaining competitive advantage within the market. the study focused a broad view of Marketing Mix of 4P's, as the biggest challenges of the Marketing professionals in today's world is to design an optimum marketing mix which takes care of both customer's satisfaction and organizational goals. So, a firm which can make an optimum marketing mixes in today's world, will definitely achieve its stated organizational goal and satisfy the customers.

The researcher concluded that, all the elements of marketing mix need careful revision and a depth study with complete concentration. Promotional tools depend upon the type of product, the price which will be charged for the product and the procedure through which it would reach to the customer furthermore while deciding the price of product; the important things to consider are manufacturing cost of the product, promotion cost and amount incurred on distribution channels.

2.2.4. Strategic Marketing and Firm's Performance

Akinyele (2011) conducted a research to investigate the impact of strategic marketing and firm's performance of the Nigerian oil and gas industry. In his study hypothesis have been formulated from the problem statements saying that, "The organizational structure and strategies adopted do not affect the market share of Nigerian oil and gas marketing companies" as can be seen from his study, The overall results suggest that strategic marketing is a driver of organizational positioning in a dynamic environment, and that it helps to enhance the development of new product/service for existing markets. These findings, along with other interesting findings of the study, are discussed. The hypothesis stated by the researcher has been rejected. The findings implied that the organizational structure and strategies adopted by oil and gas marketing companies affect market share positively.

The researched has concluded that the evidence from findings suggested that oil and gas marketing companies have comparative advantages in adopting various marketing strategies using different technologies. Oil and gas marketing companies appeared to specialize in the use of traditional methods of marketing, which is based on "soft" information gathered from close contacts by marketing and sales department rather than the use of the specialized strategic marketing methods that are based on "hard" quantitative information. After his conclusion the researcher also passes his recommendation, the concepts and principles of total quality management are recommended, in addition contemporary marketing management issues such as relationship marketing, value analysis, business process re-engineering. Beside the above recommendation the researcher also passes Efforts should be made by organizational marketers to understand the relevant factors that affect both clients' behaviors, and the strategic options to be adopted to cope with such behaviors.

2.2.5. The Effect of Marketing Mix in Attracting Customers

The study by Pour, Nazari and Emami (2013) named “The effect of marketing mix in attracting customers: case study of saderat Bank in Kermanshah province”. Since researchers sought to explore the relationship between combining elements of marketing and attracting customers to the bank in Kermanshah Province using survey method and the research was descriptive type. The study used hypothesis saying that “Marketing mix elements and the relationship between bank customers are significant”.

After test has been made the researchers has drawn the following conclusions. They conclude that there is a significant positive relationship between the bank customers and the marketing mix elements to advance the goals of the bank. Marketing involves a number of activities. To begin with, an organization may decide which of its target group of customers to be served. Once the target group is decided, the product is to be placed in the market by providing the appropriate product, price, place and promotion. These are to be combined or mixed in an appropriate proportion so as to achieve the marketing goal.

2.3. Conceptual Framework



Figure 2: Framework of Marketing Strategy Roger Brooks Bank, 1994, pp.1014.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter describes and justifies the methodology selected to collect and analyze the data and address the research questions. Accordingly, it starts with research design; identifying the target group to be involved in the research, source of data; data collection method, and method of data analysis were addressed in this section.

3.1. Research Design

In order to achieve the objectives of the study, the research was undertaken descriptive research and use both qualitative and quantitative approach. To address the assessment of marketing strategy that are currently practiced in St. George Brewery Factory open and close ended questionnaires was employed. This method is select on the assumption that it helps to gather enough information on the issue under study. Secondary data was collect from various books, research papers, articles, journals and websites. The study is a descriptive type of research; it set out to assess the marketing strategy practice of St. George Brewery. According to Pilot and Hurgler (1995), descriptive survey aims predominantly at observing, describing and documenting aspects of a situation as it naturally occurs rather than explaining them. Gay (1992) opined that, descriptive design describes and provides understanding of a phenomenon usually with simple descriptive statistics. Gay (1992) further explained that, the descriptive survey method is useful for investigating a variety of social problems including assessment of attitudes, opinions, demographic information, conditions and procedures; and that descriptive data are usually collected through questionnaire, interview or observation.

3.2. Target Population

The target populations of the study were the employees' of the marketing department in St. George Brewery who have a direct exposure to the marketing activity. There are 72 employees who are working in the marketing department. Thus, a population of the study was 72 employees' of marketing department staffs. Therefore, considering the size of the population is small, the target population in general was address fully through census.

3.3. Sources of Data

The source of data ultimately determines the validity of the research. It is believed that all employees of the marketing department are well conscious about the marketing strategy of St. George Brewery Factory. Both primary and secondary data was employed. Primary data is collected through open and close ended questionnaires. Secondary data was obtained from various books, research papers, articles, journals and websites.

3.4. Data Collection Method

To obtain data concerning the assessment of marketing strategy practice, the researcher were employ both primary and secondary data sources for the study. The primary data was collect through questionnaires by setting open and close ended questions to marketing department employees of St. George Brewery Factory. Before the questioner was distributed to the respondent the researcher conducted a pilot test of research instrument by distributing 3 questioners to the target population to enhance the clearness of the questions for the study then questionnaires were distributed to the respondents.

3.6. Data Analysis

The data receive from the respondents was analyzed with the help of statistical software program: statistical package for social sciences (SPSS) version 20 was used. The data collect from survey questionnaire was thoroughly coded and checked for consistency and entered into SPSS spreadsheet. Descriptive statistics analysis techniques were employed to analyze the data and the results was described by using frequencies, percentage, mean and standard deviation. In addition tables were positioned to present the results on numerous variables.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter deals with the data presentation, interpretation and analysis of the study. It has two parts. The first is background of the respondents and the second part is about question related with the research topic.

4.1. Profile of Respondents

Questionnaires were distributed to 72 employees of marketing department staffs of St. George Brewery Factory. Among these 65 (90%) were filled questionnaires properly and returned on time. The rest 7 (10 %) were failed to complete and return the questionnaires. All the returned questionnaires were completed and considered for the analysis.

Table 4.1. Response Rate

Questionnaires	Number	Percentage
Returned	65	90%
Unreturned	7	10%
Total	72	100%

Table 4.2. Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	51	78.5	78.5	78.5
Female	14	21.5	21.5	100.0
Total	65	100.0	100.0	

Source: Own Survey, 2017

As indicated in Table 2, 51 (78.5%) of respondents are male and the remaining 14 (21.5%) are female respondents.

Table 4.3. Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Under 25	5	7.7	7.7	7.7
26-35	41	63.1	63.1	70.8
36-45	16	24.6	24.6	95.4
46-55	3	4.6	4.6	100.0
Total	65	100.0	100.0	

Source: Own Survey, 2017

According to Table 3, the age of majority of respondents were between 26 and 35 years old that accounts 41 (63.1%). Employees who were between 36 to 45 years are 16 (24.6%), 5 (7.7%) were below 25 years of age, and the rest 46 to 55 years old were 3 (4.6%). This indicates that there is a potential advantage for working by young employees especially to achieve future objectives of the company's marketing strategy.

Table 4.4. Educational Level of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	20	30.8	30.8	30.8
Degree	36	55.4	55.4	86.2
Masters	9	13.8	13.8	100.0
Total	65	100.0	100.0	

Source: Own Survey, 2017

As indicated in Table 4, out of 65 respondents, 36 (55.4 %) of them have first degree. Whereas 20 (30.8%) have diploma level education and the rest 9 (13.8%) respondent have masters level of education.

Table 4.5. Positions of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Manager	1	1.5	1.5	1.5
Sales Operator	58	89.2	89.2	90.8
Supervisor	6	9.2	9.2	100.0
Total	65	100.0	100.0	

Source: Own Survey, 2017

According to Table 6, majority of the respondents was sales operator which comprises of 58(89.2%) of the total, 6 (9.2%) are supervisors and there is one temporary/acting manager.

Table 4.6. Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	6	9.2	9.2	9.2
2-5 years	16	24.6	24.6	33.8
6-10 years	29	44.6	44.6	78.5
More than 10 years	14	21.5	21.5	100.0
Total	65	100.0	100.0	

Source: Own Survey, 2017

As can be seen in Table 7, Majority of the respondent's service in the company is from 6-10 years which accounts 44.6% following by 24.6% is 2-5 years of service and 21.5% had more than 10 years of experience in the company, the rest 9.2 % of the respondent have experience of less than a year. Long years of experience shows that there is a relatively lower employee turnover as a result reduce cost of hiring new employees and saves time. As a result, the company can achieve its objectives and can maximize its profit.

4.2. Results and Discussions of Specific Questions

Table 4.7. Opinion of Employees towards the Company's Marketing Mix Strategies

What marketing mix strategies does the company use?	Frequency	Percent
Product	0	0
Price	0	0
Promotion	0	0
Distribution/Place	0	0
All of the above Mixes	65	100
Total	65	100

Source: Own Survey, 2017

The marketing mix deals with the way in which a business uses product, price, distribution (place) and promotion to market and sell its product or service. As shown in table 8, all of respondents 65(100%) responded that the company uses all the 4 Ps of marketing mix elements. The response implies that the company uses all the 4Ps of marketing mix elements for marketing strategy implementation. And it shows that the company is using for achieving marketing targets in terms of sales, profit and customer satisfaction.

Table 4.8. Customers Primary Reason for Buying Company's Product

What are the customers' primary reasons for buying or wanting to use the company's products?	Frequency	Percent	Mean	Std. Deviation
Effective promotion	12	18.5	2.55	1.13
Customer preference	22	33.8		
Quality of product	18	27.7		
Proximity of supply	9	13.8		
Lower price than others	4	6.2		
Total	65	100		

Source: Own Survey, 2017

As indicated on Table 9, majority of the respondents which accounts 33.8 % replied that the primary reason for wanting or buying St. George product are because of the customer preference. 27.7% replied that quality of the product, 18.5% were said effective promotion, 13.8% of the respondents said that proximity of supply and 6.2% of respondent said that lower price than others. These results indicate that the primary reason of buying or wanting St. George product is customer preference and quality of product.

The descriptive statistics of primary reasons of customers for buying or wanting to use the company's products presented above computed mean value 2.55 with standard division 1.13 shows that the majority of the respondents believe that it's because of customer preference and quality of product.

Table 4.9. Employees Response in Relation to the Company's Product Quality

What is your opinion about the products quality?	Frequency	Percent	Mean	Std. Deviation
Very good	38	58.5	1.52	0.69
Good	20	30.8		
Medium	7	10.8		
Poor	0	0		
Very Poor	0	0		
Total	65	100		

Source: Own Survey, 2017

Product quality is rapidly becoming an important competitive issue and constantly changing to meet changing consumer demands. As shown in Table 10, more than half 58.5% of the respondents replied that the company's product quality is rated as very good, 30.8% of respondent responded that good and the rest 10.8% said that the product quality is medium. This implies that the products that are provided by the company are quality. Since, majorities of the respondents fall in very good and good manner. By providing a quality product the company can sustain its competitive advantage in the brewery industry.

Computed mean value 1.52 with the 0.69 standard deviation reveals that the majority of the respondents responded that company products are very good quality.

Table 4.10. Employees Opinion Concerning Price of the Company's Products

What is your opinion concerning the price of the company's products?	Frequency	Percent	Mean	Std. Deviation
Very expensive	0	0		
Expensive	0	0		
Affordable	44	67.7	3.42	0.66
Cheap	15	23.1		
Very Cheap	6	9.2		
Total	65	100		

Source: Own Survey, 2017

As indicated on Table 11, 67.7 % of the respondents replied that the pricing strategies of the company's product are affordable, 23.1 % revealed that as it is cheap, the rest 9.2 % said that as it is very cheap. From the above discussion what it implies that the company's pricing strategy is reasonable and affordable as a result most individual customers would be ready to buy the company's product.

The descriptive statistics of the price of the company's products presented above computed mean value 3.42 with standard division 0.66 shows that most of the respondent said that price of the company's products are affordable.

Table 4.11. Employees Response about the Process of Selling the Company's Products

Which of the following marketing channel does your company use to distribute your products?	Frequency	Percent
Direct Personal Selling	25	38.46
Telemarketing	0	0
Indirect Through the Channels	61	93.85
Direct online sales	0	0

Source: Own Survey, 2017

The above table shows about 61(93.85%) of the respondents agreed with the selling mechanism of the product is done by indirect channels and 25(38.46%) of them answered that the selling process is through direct personal selling.

The implication of selling for the company product is mainly through indirect through the channels. These indirect channels are intermediaries/agents who address the products from the producer to the consumers.

Table 4.12. Employees' Response about Product Accessibility and Availability.

The company's products availability and accessibility are?	Frequency	Percent	Mean	Std. Deviation
Excellent	40	61.5		
Very good	20	30.8		
Good	5	7.7	1.46	0.64
Fair	0	0		
Poor	0	0		
Total	65	100		

Source: Own Survey, 2017

Distribution strategies are concerned with the channels of a firm that employ to make its goods available to customers. As table 13 depicts, 61.5% respondents said the company's product availability and accessibility are excellent, 30.8% replied very good, the remaining 7.7 % of the respondents replied that the company's product availability and accessibility are good. This implies that product availability and accessibility of St. George is at admirable and distribution system of the company is brilliant and determines the product's presence and the buyers' accessibility to the product. Thus, products availability is so nice and buyers can get the product easily in almost everywhere.

Moreover, the computed mean value 1.46 with standard deviation 0.64 shows that most of the respondents responded that company's products availability and accessibility are excellent.

Table 4.13. Employees Opinion Concerning the Company's Advertising Strategy

Which of these promotional activities does your company undertake?	Frequency	Percent
Media(TV, Radio, Newspaper)	65	100.00
Free Sampling	25	38.46
Internet	6	9.23
Billboards	61	93.85
Exhibitions	31	47.69

Source: Own Survey, 2017

As shown in table 14, Regarding the company's advertising strategy, All of the respondent 65 (100%) replied that the best strategy of advertising is through media communication (TV, Radio, newspaper), 61 (93.85%) respondents replied that the finest advertising strategy is billboards, 31 (47.69%) of the respondents revealed that the best advertising strategy of the company is through exhibition, 25 (38.46%) of the respondents revealed that it is free sampling and the remaining 6 (9.23%) responded that it is through internet websites. From this we can conclude that the best way to advertising means of the company's products is through media advertisement. This media advertisement includes TV shows; Radio reaches at least in all regions, and newspapers. Generally advertising can reach geographically dispersed buyers efficiently. This implies that the company's way of advertising means is limited on the above strategy.

Table 4.14. Employees' Opinion about Appropriateness of the Company Promotional Tools

Effectiveness of promotional tools	Least effective		Effective		Most effective		Mean	Std. Dev.
	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Advertising	1	1.5	26	40	38	58.5	1.43	0.53
Sales Promotion	6	9.2	29	44.6	30	46.2	1.63	0.65
Personal Selling	3	4.6	52	80	10	15.4	1.89	0.44
Public Relation	4	6.2	27	41.5	34	52.3	1.54	0.61

Source: Own Survey, 2017

As illustrated on Table 15, majority of respondents noted that advertising, sales promotion and public relations are the most effective mechanisms of the company's promotional activities which account 58.5%, 52.3% and 46.2% with a mean 1.43, 1.63, 1.54 and 0.53, 0.65, 0.61 standard deviation respectively and the other 80% of the respondents with a mean 1.89 and 0.44 standard deviation replied that personal selling is a kind of promotional tools which falls under effective. These all indicate the company's promotional mix strategies are vital for the marketing of products. It creates a good image for the brewery and gained popularity as the company's perspectives of quality products.

Table 4.15. Employees' Response about Bases of Market Segmentation

What are the bases of segmenting the market?	Frequency	Percent
Geographic Location	62	95.38
Demographic	14	21.54
Behavioral	4	6.15
Psychological or Lifestyle	8	12.31

Source: Own Survey, 2017

Table 16 indicates that the majority of respondents said that the bases of the company's market segmentations are geographic location which accounts 62(95.38%) of respondent, 14(21.54%) of the respondent replied as demographic segmentation, 8(12.31%) respondents answered as the basis of segmentation is psychographic or lifestyle segmentation and the least number of respondents 4(6.15%) said that it is based on behavioral.

From this responses, we can concluded that the basis of the company's market segmentation is the geographic location that can take many forms i.e. from urban to rural, north to south, warm areas to cold areas etc. Besides, the respondent replied that the basis of the company market segmentation is based on the facility of infrastructures like road to transport beers, electricity to stay it with a refrigerator, telecommunication, cultures, and religion. It is believed that, even though all the alternatives were the basis of market segmentation, geographic segmentation is the common form of the company's market segmentation mechanism.

Table 4.16. Employees Opinion towards Target Customers

Who are the company's major target groups?	Frequency	Percent
Individual Customers/Consumers	56	86.15
Hotels , Restaurants and Groceries	42	64.62
Other Intermediaries	30	46.15

Source: Own Survey, 2017

The one and most crucial activity of the marketing strategy is the selection of target markets or the identification of the products to whom delivered. With the current state of the economy, having a well-defined target market is more important than ever. Identifying the target market is an essential step in the development of the company's marketing strategy and it will help the company to use its resources more wisely. As the above table shows, 56(86.15%) of the respondents said that the target markets are individual customers. 42(64.62%) of the respondents replied that the target customers are hotels, restaurants and groceries where as the rest of 30(46.15%) of the respondents said the target customers are other intermediaries like retailers and whole sellers.

Thus, the company's major target customers are individuals who have the interest of drinking bottled beer and draught beer. Moreover, as the researcher got additional information from the respondents, as a policy of the company, the target customers are any individual:

- Who are more than 18 years old; hence, below 18 years old, they were teenagers and not allowed to drink beer at this stage
- Who have a good income level
- Who have not any medical problems
- Who are not prohibited by religion

Table 4.17. Employees Response about the Brand Image Effectiveness

I believe St. George uses marketing to form a mental image of products in customers mind effectively.	Frequency	Percent	Mean	Std. Deviation
Strongly agree	22	33.8	1.85	0.83
Agree	37	56.9		
Undecided	0	0		
Disagree	6	9.2		
Strongly Disagree	0	0		
Total	65	100		

Source: Own Survey, 2017

As can be seen from table 17 regarding the uses of marketing to form a mental image of products in customer's mind, most of the respondent which accounts 56.9% of the total population agree, among the total population 33.8 % strongly agree with the statement and the rest 9.2% disagree. The table clearly reveals that majority of the respondents have the some opinion regarding the companies uses of marketing to form a mental image of products in customers mind effectively and it's a basis for assuring brand positioning and loyalty is in a good stage.

The descriptive statistics of brand image effectiveness presented above computed mean value 1.85 with standard division 0.83 shows that the most of respondents agree with the companies uses of marketing to form a mental image of products in customers mind effectively.

Table 4.18. Communication Effectiveness between the Departments

How would you rate the communication effectiveness between corporate sales and marketing department and other departments?	Frequency	Percent	Mean	Std. Deviation
Very good	34	52.3	1.65	0.76
Good	20	30.8		
Somewhat good	11	16.9		
Poor	0	0		
Very Poor	0	0		
Total	65	100		

Source: Own Survey, 2017

Communication is essential for effective functioning in every part of an organization. One of the more important forms of organizational communication is inter-departmental communication and it is essential in order to achieve the strategic objectives of the company. The above Table shows that 52.3% of the respondents responded that the communication effectiveness between marketing and other departments are very good , 30.8% of respondents replied that it is good and the remaining 16.9% responded that somewhat well. The above result indicates that more than half of the respondents responded that the communication effectiveness of the company is in a very good and good manner. And this result implies that there is an effective communication practices in the company and this will help to accomplish the marketing strategy practices effectively. In addition this effective communication reduces costs as well as takes a saves time. While computed mean value 1.65 with the 0.76 standard deviation shows that the majority of employees replied that the communication effectiveness between corporate sales and marketing department and other departments are very good.

Table 4.19. Opinions of Employees Regarding Marketing Strategy Practices

I can perform the marketing strategy practices of the company effectively.	Frequency	Percent	Mean	Std. Deviation
Strongly agree	33	50.8	1.60	0.72
Agree	27	41.5		
Undecided	3	4.6		
Disagree	2	3.1		
strongly disagree	0	0		
Total	65	100		

Source: Own Survey, 2017

The above table reveals that the employee performance about the company strategies. From the total respondents about 50.8% strongly agreed that as they can perform the company's marketing strategy effectively. The other 41.5% of the respondents said they were agreed to perform the company's marketing strategies. On the other hand, 4.6% of respondents answered undecided and 3.1% replied as disagree to perform the overall marketing strategy of the company. This implies that the employees can perform the marketing strategy practices of the company effectively. Hence, the Marketing strategies are the means by which the marketing objectives will be achieved the employees of the marketing department are performing their duties to achieve the company's objectives.

The computed mean value 1.60 with the 0.72 standard deviation majority of respondents strongly agrees that they can perform the marketing strategy practices of the company effectively.

Table 4.20. Employees Opinion towards Overall Marketing Strategies

How would you rate the company's overall marketing strategies?	Frequency	Percent	Mean	Std. Deviation
Most effective	37	56.9	1.55	0.71
Effective	20	30.8		
least effective	8	12.3		
Total	65	100.0		

Source: Own Survey, 2017

As illustrated on Table 21, 56.9% of respondents responded that the company's overall marketing strategy is most effective. 30.8% of respondents replied that effective. However the remaining 12.3% of respondents said that the company's overall marketing strategy is least effective.

According to the above analysis what it implies that, the overall marketing strategy of the company accomplishes its duties with in a given constraints and the marketing strategy practices are successfully achieved its objectives.

The computed mean value 1.55 with the 0.71 standard deviation reveals that the majority of respondents replied that company's overall marketing strategies practice is most effective.

4.21. Major Challenges in Implementing Marketing Strategy

The company faced with some problems while implementing the marketing strategy. Majority of the respondent forwarded the following problems regarding the marketing strategy practices/implementation. These are:

- Infrastructure problem: according to the respondents it is the major problem which hampers the company's marketing strategy to not to implement well and to address for all regions. Like roads to transport beers, electricity to stay it with a refrigerators and telecommunication etc.

-
- Economic problem:-as the respondents replied the income of individuals are not equal, some may have good income in the contrary some may not have enough money even to eat bread. Due to these all people may not be drinking companies' beer/draught.
 - Intensive competition: - according to the respondents there are direct substitute local competitors in the market. These competitors may influence the company's marketing strategy.
 - Shortage of raw materials: - as the respondents replied sometimes there is a shortage of raw materials when the rain is not enough for malt production.
 - Seasonality: - as the respondents said there is some seasonality of consumption of beers. For example, in the fasting season most people may not drink alcohol beverages. So, during this season there will be less consumption of beer/draught.
 - Socio cultural problems: - according to the respondents some religions prohibited alcohol drinks and some cultures have their own habits of drinks like Tella,Teji,Areki etc. these may affect to implement the marketing strategy practices effectively.
 - High cost of advertising program, time and cost of awareness creation for the customers and shortage of supplies for the high demand are problems replied by respondents to implement the marketing strategy.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

This chapter is intended to summarize the major findings, draw conclusions from data analyzed, recommend on the possible gaps observed in line with the general objective.

5.1. Summary of the Major Findings

This study was intended to assess the marketing strategy practices of St. George Brewery Factory. The study was designed mainly to deal with how market segmentation target marketing, positioning and marketing mix are used in order to enhance, maintain and attract customers and to identify how these tools are aligned with marketing strategy of the company. The study uses descriptive research design and the study was carried out through collecting data by questioner from the marketing department employee of St. George. In addition, secondary data also gathered by reviewing different books, research papers, articles, journals and websites.

After a rigorous analysis of the data collected through a survey questionnaire the following the major findings of the study are summarizes as follows:-

- The company used all the 4Ps of marketing mix element in the marketing mix strategies.
- The customer's primary reason for buying the company's product is because of the customer preference and quality of the product.
- The company's product qualities were rated as very good and good manner.
- The price of company's product was affordable.
- The company's distribution channels were through both direct channel and indirect channel but it's mainly through indirect through the channels.
- The company's product availability and accessibility to the market is found as so nice and covers majority of the country.
- Media, billboards and exhibitions are the company's best advertising strategy practices.
- Advertising, sales promotion and public relations are the most effective mechanisms of the company's promotional activities & personal selling is a kind of promotional tools which falls under effective.

- The company's base of market segmentation is based on geographic location and the company's target customers are individual customers/consumers who have the interest of drinking bottled beer and draught beer, hotels, restaurants, groceries and other intermediaries. Moreover as a policy of the company, the target customers are any individual: who are more than 18 years old, who have not any medical problems, who have a good income level and who are not prohibited by religion.
- Communication effectiveness between marketing department and other departments were rated as very good.
- An employee of the marketing department of the company agrees that, they can perform the marketing strategy practices of the company effectively.
- According to employees' response, the overall company's marketing strategy practices are effective.
- Major challenges in the implementation of the strategy are: infrastructure problem, economic problem, intensive competition, shortage of raw materials, seasonality, socio-cultural problems, shortage of supplies and high cost of advertising program.

5.2. Conclusion

Based on the findings of the study variety of outcome were drawn considering the research questions. Marketing strategies are the means by which the marketing objectives will be achieved. The employees of the marketing department of St. George are performing their duties to achieve the company's objectives. The smooth communication flow between marketing and other departments are the main important issue for the success of the work. To satisfy the needs of the customers and achieving the marketing objectives St. George employs the marketing strategy elements to achieve its objectives; those elements are selection of market segmentation, target customers, positioning strategies and marketing mix strategy elements.

St. George Brewery exploits all the 4Ps of marketing mix elements to achieve its target. These marketing mix elements are product strategy, price, promotion and place/distribution strategy. These are vital to implement the marketing strategy effectively inseparable because each mix affects the other. Therefore, all the mixes are essential for the company to achieve its customer requirements.

St. George Brewery provides two types of products to its customers such as; bottled beer and draught beer. According to the respondent these products have nice qualities and the product availability and accessibility are very good and it covers majority of the country. To sum up, quality product is the key to the company's success. In terms of the pricing strategy St. George Brewery set the fair/affordable pricing strategy for its customer's.

Promotion strategy is also an essential tool for the practice of the marketing strategy of the company. The company promotional tools are advertising, personal selling, sales promotion and public relation. The St. George Brewery promotes its products by means of billboard in towns, at main public squares, sight catching places, major outlets and inlets, public service stations and on vehicles etc and contributing to popular events by means of sponsoring various exhibitions, music festivals, public gatherings, religious events etc. The company's promotional mix strategies create a good image for the brewery and gained popularity as the company's perspectives of quality products. Moreover, the company gives emphasis for social marketing activities like; constructing roads, schools, clinics, Bridges etc as major promotional tools. The

best way of advertising means of the company is media advertisement. This media advertisement includes TV, Radio and newspapers.

Distribution strategies are concerned with the channels of a firm that employ to make its goods available to customers. The distribution system of the company is brilliant and determines the product's marketing presence and the buyers' accessibility to the product. Thus, products availability is so nice and buyers can get the product almost everywhere and covers majority of the country. The selling processes of the products are mainly through intermediaries. And it plays a great role in maximizing the accessibility of the company product.

Market segmentation is the activity of subdividing the market along with some commonalities, similarity or kinship. It is also classified based on the customer characteristics such as demographic, geographic, behavioral and psychographic or lifestyle segmentation. However, among those segmentation bases the company uses geographic location as a major form of segmentation variables. In addition to geographic segmentation, the company market segmentation is based on the facility of infrastructures like road, electricity, telecommunication, cultures and religion.

Selection of target customers is a fundamental activity of the marketing strategy in St. George Brewery. The company's major target customers are individuals who have the interest of drinking bottled beer and draught beer, hotel/grocery & restaurants and other intermediaries. Moreover the company provides its products to those individuals who are more than 18 years old, who have good income level, who have not any medical problems and who are not prohibited by religion. On the other hand the uses of marketing to form a mental image of products in customers mind is effective it is a basis for assuring brand positioning and loyalty is in a good stage.

Even though the marketing strategies of the company are effective, there are some problems that the company faced. These are; infrastructure problem, economic problem, intensive competition in the market, shortage of raw materials, seasonality of consumption, socio cultural problems and the time and cost of awareness creation for the customers.

5.3. Recommendation

Even though the marketing strategy of St. George Brewery is practiced effectively by employees and managers, it has some problems. Therefore, the study recommends the following points based on the analysis;

- The best use of marketing strategy is to simply let includes all the parameters of the population. It is to mean that the target customers of the company, the one who are above 18 years old and not prohibited by religion. The company simply ignores under 18 years old and religious prohibited customers. So, it is better to include those customers by producing alcohol free breweries.
- Building brand loyalty through coordinating various promotional tools i.e. event sponsorship, corporate social responsibility and advertisement.
- Currently, there is a high demand and shortage of supply of Breweries in the market. Therefore, the company should work more to fill the gap between the imbalances of demand to supply requirements and recognize that they can no longer take their customers' loyalty for granted, and need to adopt ongoing marketing strategies to satisfy the demand of the customers' requirement and to stay ahead of their competitors.
- The Marketing Mix Analysis has the dignity to help the company implement the right marketing strategies to satisfy and penetrate the company's customer groups, which is phrased as target markets. Therefore, the company should constantly alter the sub elements of each marketing mix to successfully compete with its competitors and offer the greatest value to its customers.
- Expanding the indirect distribution channels by provides discounts and appropriate credit term to address the products from the producer to the final consumers.
- Pursuing effective marketing strategy practice is the best methodology to remain competitive and to sustain growth. St. George Brewery companies would need to watch out for the trends that will shape the industry over the next few years and understand the challenges so that they may be able to potentially turn the company into opportunities.

- In general the Company better develop a long-range view and try to implement a more structured approach to attain information about potential customers, competitor's action and market intelligence within the industry. The marketing strategy has become more important for companies to increase its competitive advantage.
- In the research project, the researcher has assessed the marketing strategy practices of the St. George Brewery on the organization's side. So, for future the researcher recommends to see the overall marketing strategy of the company by involving the customers and intermediaries.

Reference

- Abeselom Damtew, (2013). Assessment of Marketing Strategy Practices In Ethio Telecom: From The Company Perspectives. Master's Thesis, St. Mary's University.
- Akinyele, S.T. (2011). Strategic Marketing and Firms Performance a Case Study of Nigeria Oil and Gas industry. School of business, covenant university, Ota-Nigeria.vol.10,pp 61-77.
- Anderson and Vince, (2000). Principles of Marketing, 1st Ed, Oxford University press NewYork.
- Andrew W. (2010). Strategic Marketing. Ventus publishing. ApS.
- Cravens David W., & Piercy Nigel F. (2009). Strategic Marketing, New Delhi: Tata McGraw-Hill Publishing Company Limited.
- Davidson, S. (2001). Seizing your competitive advantage: Journal of management, Vol. 10, No.8: Community banker, PP 32.
- Ferrell, Michael, & Hartline. (2011). Marketing Strategy (5thed.): USA, South-Western Cengage learning.
- Gay,L.R (1992),Education research: Competencies for analysis adaptation,4thEd,New York: McGraw-hill Inc.
- Ghose Amitabha (Ed), (2008). Impact of Government Policies on Marketing Strategies, India: the Icfai University Press.
- Homburg, Christian, Sabinekuester, Harleykrohmar. (2009).Marketing management: A contemporary perspective (1sted.). London.
- Jain S.C, (1997), Marketing planning and strategy (5th edition). Cincinnati, south western college is publishing.
- Kotler Philip (1999). Marketing Management: Analysis, Planning, Implementation, and Control, New Delhi-110001, Prentice Hall of India Private Limited.
- Kotler, P., Keller, L. (2012).Marketing Management(14thed.): New Jersey, Prentice publishing: one lake street, upper saddle river.
- Kotler, P. and Armstrong. (2012). Principle of Marketing, 14th edition New Jersey:
- Kotler, P. (2007). Marketing Management 12th edition. Prentice hall Inc.
- Koyade, O. (2014). Marketing Communications 1'st edition. Ventus publishing ApS.

- Kotler, P. (2003). Marketing Insight from A to Z. New Jersey: John Wiley and Sons Inc.
- Kotler, P. (2000). Marketing Management Millennium edition, 10th Edition. New Jersey:
- Kotler, Armstrong, Saunders and Wong (1999). Principle of Marketing 2'nd edition.New Jersey: Prentice Hall Inc.
- Kotler Philip, Armstrong Gray, Agnihotri Prafulla Y. & Hauque Ehsan UI (2010). Principles of Marketing. A South Asian Perspective. India: Pearson Education, Inc.
- Kotler p.(2012). Marketing Management. Prentice Hall Inc.
- Kotler P and Armstrong G, (2010). Principles of arketing; Pearson Prentice Hall, 13th Ed. New Jersey, NJ.
- Manmohan J. (2012). Essentials of Marketing Ventus publishing Ap.
- Meera Singh (2012). Marketing Mix of 4Ps for Competitive Advantage. Journal of business and management. vol.3, pp 40-45.
- Moggahadam(2012).The Influence of Marketing Strategy Elements on Market Share of Firms. International journal of fundamental psychology and social science Vol.2,pp 19-24.
- McDonald and Dunbar (2007). Marketing Plan: How to Prepare Them, How to Use Them 6th edition , Oxford printing press.
- Mongay J (2006).Strategic Marketing Concepts and Boundaries. Authonomus University of Barcelona,SBS swiss Business school.
- Michael Lynn (2011). Segmenting and Targeting Your Market: Strategies and Limitations. Cornell University. Vol.243 pp 353-369.
- Paul fifield. (1994), Marketing Strategy: oxford, Linacre house, Jordan hill.
- Pour, Nazari and Emami (2013), The effect of marketing mix in attracting customers: case study of saderat Bank in Kermanshah province, published research.
- Porter, M.E. (1990).The Competitive Advantage of nations: MacMillan Press ltd London, ISBN 0-333- 51804-7.
- Roger Brooks's bank (1994), Framework of Marketing Strategy, pp.1014.
- Wind, Y.,&Robertson. (1983).Marketing Strategy: New directions for Theory and Research, Journal of Marketing, Vol.47, No2, PP 12-25.
- Shapiro, C., &Varian. (1999).Information rules: A strategic guide to the network economy, Harvard business school press; Boston, ISBN 0-87584-863-X.

Retrieved from <http://www.en.wikipedia.org/wiki/customer> Mc Graw. Hill concise Encyclopedia of engineering, 2004, viewed on march21, 2011.

Retrieved from <http://www.addismap.com/bgi-ethiopia> Viewed on Jan 02 2017

Retrieved from <http://www.addisfortune.net/article/ethiopian-beer-market/.com> Viewed on Jan 02 2017.

Appendix

St. Mary University School of Graduate Studies

Dear Respondents

I would like to extend my deep gratitude in advance for volunteering to devote your valuable time to fill this questionnaire. The purpose of this questionnaire is to gather data from employees of St. George Brewery Factory. The main objective of the study is **To Assess Marketing Strategy Practice of St. George Brewery Factory**, for the partial fulfillment of Masters of Business Administration (MBA) General. In this regard I kindly request your assistance in responding to the questions listed below. Any information you present will be kept utterly confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated.

Contact Address: - Eden Tsegaye **e-mail:** eden.tsegaye@yahoo.com **Tele.** +251-913949761

General Instruction

- Writing your name is not necessary
- Put “ ” for your choice in the box provided

Thank You in advance!

Part One:-General Information

1. Gender

Male Female

2. Age

Under 25 36-45 Above 55
26-35 46-55

3. Educational Level

Diploma Degree Masters

If any other Please specify _____.

4. Position

Manager Supervisor Sales Operator

If any other Please specify _____.

5. How long have you been employee of St. George Brewery Factory?

- Less than 1 year
- 2-5 years
- 6-10 years
- More than 10 years

Part Two:-Specific Questions

6. What marketing mix strategies does the company use? **(Multiple Responses are Possible)**

- Product
- Price
- Promotion
- Place/Distribution
- All of the above Mixes

7. What are the customers' primary reasons for buying or wanting to use the company's products?

- Quality of product
- Proximity of supply
- Lower price than others
- Effective promotion
- Customer preference

If any other Please specify _____.

8. What is your opinion about the products quality?

- Very good
- Good
- Medium
- Poor
- Very poor

9. What is your opinion concerning the price of the company's products?

- Very expensive
- Expensive
- Affordable
-

Cheap

Very cheap

10. Which of the following marketing channel does your company use to distribute your products? **(Multiple Responses are Possible)**

Direct personal selling

Direct online sales

Indirect through the channels

Telemarketing

If any other Please specify _____.

11. The company's products availability and accessibility are?

Excellent

Very good

Good

Fair

Poor

12. Which of these promotional activities does your company undertake? **(Multiple Responses are Possible)**

Media(TV, Radio,Newspaper)

Free Sampling

Internet

Billboards

Exhibitions

If any other Please specify _____.

13. On the rate 1 to 3, where 1 represents "least effective" 2 represents "effective" and 3 represents "most effective", how would you rate the appropriateness of the following promotional mixes to the company?

(Please put a tick mark for each provided box).

Promotional Tools	1	2	3
Advertising			
Sales Promotion			
Personal Selling			
Public Relation			

14. What are the bases of segmenting the market? **(Multiple Responses are Possible)**

Geographic Location

Demographic

Behavioral

Psychological or Lifestyle

If any other Please specify _____.

15. Who are the company's major target groups? **(Multiple Responses are Possible)**

Individual Customers/Consumers

Hotels , Restaurants and Groceries

Other Intermediaries

If any other Please specify _____.

16. I believe the company uses St. George brand image effectively.

Strongly agree

Agree

Undecided

Disagree

Strongly disagree

17. How would you rate the communication effectiveness between corporate sales and marketing department and other departments?

Very good

Good

Somewhat good

Poor

Very poor

18. I can perform the marketing strategy practices of the company effectively.

Strongly agree

Agree

Undecided

Disagree

Strongly disagree

19. On the rate 1 to 3, where 1 represents “least effective”, 2 represents “effective” and 3 “most effective” how would you rate the company’s overall marketing strategies?

1.

2.

3.

20. What are the major challenges in the implementation of marketing strategy of the company?

21. If you have further comments please indicate in the space provided below.

Thank You for Your Cooperation!