

ST. MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTMENT OF MARKETING MANAGEMENT

AN ASSESSMENT OF FACTORS AFFECTING MARKET
SHARE OF DASHEN BREWERY
(A CASE STUDY IN ADDIS ABABA BEER MARKET)

BY:
ROBEL ZEWDIE

JUNE 2013
SMUC
ADDIS ABABA

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SHARE OF DASHEN BREWERY
(A CASE STUDY IN ADDIS ABABA BEER MARKET)**

**A SENIOR ESSAY
SUBMITTED TO THE DEPARTMENT OF
MARKETING MANAGEMENT
FACULTY OF BUSINESS
ST. MARY'S UNIVERSITY COLLEGE**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF BACHELOR OF ARTS IN MARKETING MANAGEMENT**

**BY:
ROBEL ZEWDIE**

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APPROVED BY THE COMMITTEE OF EXAMINERS

Department Head

Signature

Advisor

Signature

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Signature

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Signature

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Praised would be the kingdom of the almighty GOD for his unreserved blessing

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St.Mary's University College

Faculty of Business

Department of Marketing Management

Questionnaire to be filled retailer of the Beer

Dear respondents:-

This questionnaire is organized by a prospective graduate student researcher of year 2013 G.C who intends to prepare a senior paper that in the field of marketing management. The purpose of this questionnaire is to gather substantial information on the market share of Dashen Beer in Addis Ababa you requested to fill this questionnaire honestly with due care because the correctness of your answer will have a vital importance for the outcome of the research. All information that you provide to this study will kept strictly confidential.

Remark

- Writing your name on the questionnaire is not necessary
- If the question has all alternative answer, put "✓" on the space provided beside the question
- If the question is related to your personal opinion write it shortly on the space provided.

I General Characteristics of the respondents

1. Gender

Male

Female

2. Age

18-25

26 – 33

34 - 41

42 -49

50 years & above

3. Education back ground

12 complete

1st degree

Certificate

other

Diploma

4. What type of retail business you are engaged

Restaurant

hotel

Grocery

bar

Other _____

5. Year of service on your retail business?

1-5

10-15

5-10

15-20

Other _____

II Questions directly related with the study

6. Does the type of distribution channel that Dashen Beer follow tends to be preferable and appropriate for your weekly retail practice?

Yes

No

I don't know

7. If your answer for question 5 is "No" please explain what type of distribution channel should the company adopt in the future to make your activity easier?

8. How is the availability of Dashen Beer for retail it to consumers of the beer daily base?

Very high

Medium

Very low

High

Low

9. Performance of Dashen beer to maintain consistency in its distribution?

Very high

Medium

very low

High

Low

10. Level of compliant from Dashen beer consumers on availability of Dashen beer?

Very high

Medium

very low

High

Low

11. Intensity of responsiveness for the customers compliant from Dashen beer?

Very high

Medium

very low

High

Low

12. How do you evaluate the willingness of Dashen beer sales person to serve customers?

Very high

Medium

very low

High Low

13. How do you evaluate the delivery service of product compare to competitors?

Very good Medium Very poor
Good Poor

14. How do you express Dashen brewery activity on providing goods those promote the company as well useful for its customers? (like umbrellas and glass with the company's logo)

Very Good Medium very poor
Good Poor

15. Based on question no 14, do you think doing those activities will have on impact on its sales volume?

Yes No I don't know

16. Based on your answer for question no 15 pleas indicate the difference it will make

17. How do you evaluate the company overall order taking capability?

Very high Medium very poor
High Poor

18. How is consumer's level of involvement in buying Dashen Beer in relation with affecting your sales?

Very high Medium Very low
High Low

19. How is the degree of loyal customers who stick with Dashen Beer at your retail location?

Very high Medium very low
High Low

20. How is the level of unsold Dashen beer on hand compare to competitors?

Very high Medium very low

High low

21. How is the rate of Dashen Beer competitiveness in the beer industry?

Very high Medium very low

High Low

22. How do the features of Dashen Beer differ from other Beer brand?

Very high Medium very low

High Low

23. Based on your experience do you want to continue business with the company?

Yes No I don't know

24. Is there any weakness related with Dashen beer that you might think of which should be improved? _____

25. What are your recommendations to win these weaknesses of the Dashen beer in the future that enable the firm to achieve its marketing goals

ቅድስት-ማርያምዩኒቨርሲቲኮሌጅ
በንግድ-ትምህርት-ንዑስ-ክፍል
የገበያጥናትና አስተዳደር-ትምህርት-ክፍል
የዳሽንቢራን የገበያድርሻለመለካት-የተዘጋጀጥናት
በደንበኞች-የሚሞላ

ይህ መጠይቅ የተዘጋጀው በገበያጥናትና አስተዳደር የትምህርት-ክፍል

የ2005 ዓ.ም. ዕጩተ መራቂተ ማሪሲ ሆንጥና ቱም ለቅድስት-ማርያምዩኒቨርሲቲኮሌጅ የሚቀርብ የማሟያ ጥናት ይሆናል። አላማው በዳሽንቢራ ላይ ስለሚታይ የገበያድርሻ መቀነስ ዙሪያ ጠቃሚ መረጃዎችን በመሰብሰብ ድርጅቱ የወደፊት አካሄድ ላይ እርምጃ ሊወሰድ ባቸው የሚገቡ ነጥቦችን ማመላከት ነው።

ለዚህ ጥናት ውጤት ማነት ወይም ውድቅ መሆን በዕርስ ምላሽ ላይ የተመረከዘ መሆኑን እንዲሁም የሚሰጡን መረጃ ሚስጥራዊነቱ የተጠበቀ እንደሚሆን በማስገንዘብ ለጥያቄዎቹ ትክክለኛ ምላሽ ምን እንዲያሰፍሩልን በህትና እጠይቃለሁ።

ማስታወሻ:-

- መጠይቁ ላይ ስም መጻፍ አያስፈልግም
- ለቀረቡት የምርጫ ጥያቄዎች ✓ ምልክት መማስቀመጥ እንዲሁም የርስዎን አስተያየት ለሚፈልጉት በዘጋጀው ክፍት ቦታ ላይ አጠርያ ለምላሽ ምን ይጻፉ

ክፍል 1 - የመላሻች መረጃ

1. የታ

ወንድ ሴት

2. የዕድሜ ክልል

h18 — 25 h42 — 49
h26 - 33 50 እና ከዚያ በላይ
h34 — 41

3. የትምህርት ደረጃ

12 ያጠናቀቀ/ች የመጀመሪያ ዲግሪ
ዲግሎማ ሌላ ካለ _____

ሠርተፊኬት

4. የተሰማሩበት የንግድ ዘርፍ

የምግብ ቤት

ቡና ቤት

የሆቴል

ሌላ ካለ _____

ግሮሰሪ

5. በተሰማሩበት የንግድ ዘርፍ ለምን ያህል ጊዜ ቆይቶ ወይም አገለገሉ? (በዓመት/ታትሲ ገለፅ)

ከ1-5

ከ11-20

ከ6-10

21 እና ከዚያ በላይ

ከ11-15

ክፍል 2 - ከጥናቱ ጋር ቀጥተኛ ተያያዥነት ያላቸው ጥያቄዎች

6. ዳሽንቢራም ርቶቹን ለማከፋፈል የሚጠቀምበት አሰራር ለርስዎ ለምን ታዊሽ ያጭቱ መራጭ ና አመቺ ነው?

አዎ

አይደለም

አስተያየት የለኝም

7. ለጥያቄ ቁጥር 6

የሰጡት ምላሽ እይደለም ከሆነ ለርስዎ ምን ያህል የሚሆነው ዳሽንቢራምን አይነት የማከፋፈል ስልት ቢከተል እንደሆነ አጠር አድርገው ቢያብራሩ፤

8. ዳሽንቢራ የሁል ጊዜም ርቶቹው ለሆኑ ሰዎች ገበያው ላይ የመገኘቱ መጠን ምን ያህል ነው?

በጣም በከፍተኛ

ዝቅተኛ

ከፍተኛ

በጣም በዝቅተኛ

መካከለኛ

9. ዳሽንቢራም ርቶቹን ደንበኞች ጋር በፍጥነት የማድረስ እንቅስቃሴውን እንዴት ይመዘኑታል?

በጣም በከፍተኛ

ዝቅተኛ

ከፍተኛ

በጣም በዝቅተኛ

መካከለኛ

10. በስራ ላይ የዳሽንቢራም ርቶቹን ስብዕና/ቢያል ቅብዕ ለድርጅቱት እዛዝ የማቅረብ ፍላጎት ምን ያህል ነው?

በጣም በከፍተኛ

ዝቅተኛ

ከፍተኛ በጣምበዝቅተኛ

መካከለኛ

11. ለጥያቄቁጥር 10 የሰጡት ምላሽዝቅተኛ ወይም በጣምዝቅተኛ ከሆነ ምክንያት ምን ይገልጹልኝ?

12. ጠቅለል ባለመልክ የድርጅቱን በአግባቡ ትእዛዝ የመቀበል አካሄድን ይገልጹ?

በጣምበከፍተኛ ዝቅተኛ

ከፍተኛ በጣምበዝቅተኛ

መካከለኛ

13. ዳሽን ቢራ ለደንበኞቹ ዓገልግሎት ሊሰጡና ድርጅቱን ሊያስተዋውቅ የሚችሉ ዕቃዎችን
 ማቅረብ እንቅስቃሴ እንዴት ይገልጹታል? ለምሳሌ ዓላገጥ ቆ . . .

በጣምበከፍተኛ ዝቅተኛ

ከፍተኛ በጣምበዝቅተኛ

መካከለኛ

14. በዓ ቁቁዓር 13 መሠረት ይህን ማድረግ የሽያጭ መጠኑ ላይ የሚያመጣው ለውጥ አለ?
አዎ ለም

15. ከላይ ለተጠየቀው ጥያቄ በሰጡት ምላሽ መሠረት የሚያመጣውን ለውጥ ዓይነት ይጠቅሱ?

16. የዳሽን ቢራ ሠራተኞች ደንበኞችን ለማገልገል ያላቸውን ቅንነት እንዴት ይገልጹታል?

በጣምበከፍተኛ ዝቅተኛ

ከፍተኛ በጣምበዝቅተኛ

መካከለኛ

17. ዳሽን ቢራ ለደንበኞች ቅሬታ ምላሽ የመስጠት ፍጥነት ምን ይሆናል?

በጣምበከፍተኛ ዝቅተኛ

ከፍተኛ በጣምበዝቅተኛ

መካከለኛ

18. የደንበኞች ዳሽን ቢራን የመጠቀም ፍላጎት ከሌሎች ቢራዎች ጋር ሲወዳደር?

በጣምበከፍተኛ ዝቅተኛ

ከፍተኛ በጣምበዝቅተኛ መካከለኛ

19. ዳሽንቢራ በገበያው ካሉ ቢራዎች ጋር ተወዳዳሪ የመሆን ሚዛን ንጹህ እንዴት ይገልፁታል?

በጣም በከፍተኛ ዝቅተኛ
ከፍተኛ በጣም በዝቅተኛ
መካከለኛ

20. የዳሽንቢራ ተጨማሪ መለያዎች ከሌሎች ቢራዎች ጋር ሲነፃፀር?

በጣም በከፍተኛ ዝቅተኛ
ከፍተኛ በጣም በዝቅተኛ
መካከለኛ

21. በርስዎ የንግድ ቦታ የደንበኞች ዳሽንቢራን ብቻ መርጦ የመጣ ትፍላገት ንጹህ እንዴት ይገልፁታል?

በጣም በከፍተኛ ዝቅተኛ
ከፍተኛ በጣም በዝቅተኛ
መካከለኛ

22. ከሌሎች ተወዳዳሪ ቢራዎች ጋር ሲነፃፀር ዳሽንቢራ ሳይሸጥ የመቆየት ሁኔታው ንቢገልፁ?

በጣም በከፍተኛ ዝቅተኛ
ከፍተኛ በጣም በዝቅተኛ
መካከለኛ

23. ካልዎት ልምድ በመነሳት ስራዎች ንክድር ጅቱ ጋር ለመቀጠል ያለዎት ንፍላገት ቢገልፁ?

መቀጠል አፈልጋለሁ አልገም አላውቅ

24. በዳሽንቢራ ላይ የተመለከቱት ናሊሻሻል ይገባል የሚሉት አሰራር ካለቢጠቅሱ?

25. በጥያቄ ቁጥር 20

ላይ በመመስረት ዳሽንቢራ ያለበት ንደካማ ጉንካሻ ስለሰጠ ገበያው ላይ ተመራጭ ለመሆን ሊያደርጋቸው የሚገቡ ነገሮች ንቢገልፁ?

Faculty of Business

Department of Marketing Management

Interview Checklist for Employee of Dashen Brewery's (Manager)

This interview is prepared to ask the marketing manager of Dashen Brewer which is required to fulfill the research under study concerned to the factor affecting market share of Dashen Beer. This research is conducted for academic purpose only. The success or failure of this research depends on your true and accurate response and also please note that the information obtained from you is strictly confidential. Therefore I kindly request you to attempt each questions and give your appropriate answer.

Thank you in advance for your cooperation.

1. How is the demand of Dashen beer in the existing market?
2. What types of efforts are you exerting to win differential advantages over the beer industry?
I.e. in terms of product offering, Price setting, selection of distribution channel and promotion.
3. What is the sales trend of your brewery for the past three years?
4. On what perspective do the company believes that it has adequate sources of firm's competitive advantage?
I.e.in terms of personal skill financial resource, technology
5. What do you think the solution for the problem faced by the brewery with regard to distribution practice?

DECLARATION

I the undersigned student researcher declare that this senior essay is my original work; prepared under the guidance of YalewGorfu. The sources of materials used for the manuscript have been duly acknowledged.

Name: ROBEL ZEWDIE

Signature: _____

Place of Submission: St. Mary's University College

Date: May 18, 2013

SUBMISSION APPROVAL SHEET

The under signed, declare that this senior essay is my original work prepared under the guidance of Aschalew Tamiru.

Name: _____

Signature: _____

Date: _____

ADVISOR' DECLARATION

This paper has been submission for examination with approval as the university college advisor

Name: _____

Signature: _____

Date: _____

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Richard (1994) market share is the ratio of sales revenue of the firm to the total sales revenue of all firms in the industry.

Lewis and Chabers, (1999) also described market share Like temperature to human health; market share is a key indicator of the health of the company. So, market share suggest the safety and stability of firm's position in the market.

Understanding market share is one of the most important issues for firms in world of competition. This is mainly because the market share of a given firm can potentially reflect how the firm is performing in the market as compared to its competitors and it also determines its survival. The market share and success of a given company for on particular product in turn is largely influenced by the reactions of customers for different marketing stimuli in the particular market (Farris and others, 2010).

The interesting condition concerning market share is that it sometimes shows a great variation for the industry and to firms. This is to mean that there are many occasions in which the market share of a given firm is continuously going down while that of the industries is going up. A particular example for this can be taken from the case of Dashen Brewery declining market share in the growing market share of the brewery industry.

Dashen brewery was established at the historical town of Gondar & started to supply its product on June 2000, with the total out lay of birr 350 million at the early start up time, it is owned by the Amhara National Region Rehabilitation/Development Organization. The Brewery had production capacity of 300,000 HL per annum, which was expanded to 750,000 HL per annum with additional investment of birr 110 million, which sum up its total investment cost to over birr 460 million.

The company has different market segments among which the major ones are Addis Ababa, Amhara region, Tigray region, south west and north-east region of the country. It also uses both door-to-door and agent sales methods for Addis Ababa and Amhara region where as the sales method for the remaining sales regions is agent sales.

In the Ethiopian beer industry, BGI Ethiopia holds the lions share i.e. 48% market share at the national level, Meta Abo holds the second place in the industry with market share of 17%. Though it is the second largest brewery with annual production capacity of 0.8 million hectoliters, Dashen is ranked third with a market share of 14%. When one comes to the beer industry in the capital/Addis Ababa/ BGI is still the leader with 64% of market share while Meta, Dashen, Harar and Bedele hold 12%, 11%, 7% and 5% market share consecutively. (Fortune newspaper, 6 March, 2011)

Moreover statistical Abstract of 2012 produced by Access capital of Ethiopia, Dashen brewery data related to the market share of the company also show that is declining from 11% to 9%. The industry sales (on the other hand) have been increasing since 2007. Thus, the decline in market share is influencing the profitability of the company over the years. With this, the present study is designed to assess the factors that affect market share of Dashen beer.

1.2 Statement of the problem

Market share is one of the primary indicators companies use to measure how well they are doing versus competitors. Market share is the percentage of business or sales a company yields out of total business or sales by all competitors combined in any given market. The total available business is called market potential (Lewis and chambers, 1999).

Managers are faced with many different choices every day. In today competitive world there is growing pressure to make the right decisions quickly and one of the challenges facing managers is how to increase business profits. In order to do this, managers need to understand the factors that increase profitability. Several previous studies have linked market share with profitability. (McGahan and porter, 1997)

Accordingly, it is obvious that the survival and growth of Dashen Brewery like other profit making businesses depend largely on the level of income it generates from sales this can be achieved mainly by maintaining the existing consumers and expanding its markets. However, the Dashen brewery is losing its consumers in its major markets, especially in Addis Ababa. Based

on the information obtained from Access Capital (which is providing research, advisor and management service on investment) the data related to the market share of the company shows that it is decaling from time to time. To be specific for the past three years the data shows; 16% in 2010, 11% 2011 and 9% in 2012. Therefore, the student researcher aims to assess the basic reasons for the causes of decline on Dashen beer market share in Addis Ababa.

1.3 Basic Research Questions

- What are the distribution trends of the company?
- How service practices are being undertaken by brewery to serve the customers?
- How is the sales trend of the Dashen beer in the market place?

1.4. Objective of the Study

This section of the study deals with the general and specific objectives that the research is intended to realize in the study.

1.4.1. General Objective

The general objective of the study is to assess factors affecting market share of Dashen beer.

1.4.2 Specific Objectives

- To examine the current distribution trends of the Dashen brewery
- To examine the services practices undertaken by brewery to serve the customers.
- To inspect the sales trend of Dashen beer in the market place.

1.5. Significance of the Study

- This study would help the brewery to identify problem areas where deficiencies are being observed in its marketing strategies with regard to market share and ultimately to come up with remedial actions to avoid (if not to minimize) the problems associated with this.
- The student researcher also developing a better and concrete knowledge on specific area.
- This study is also being relevant for other researchers to broaden the cove and to make a deep analysis on the existing research topic.

1.6. Delimitation of the Study

The findings of this research would be fruitful if it were conducted by including all other sales territories of the brewery. However, this study only covers the selected metropolitan area of Addis Ababa particularly around Lideta, Yeka and Arada. Those locations are preferred because too many Hotels, Restaurants and Groceries are available at those spots of the city. In addition, this research covers only the time period starting from 2010 G.C – 2012 G.C. fiscal years because the brewery has faced market share decline for the past three years.

1.7. Research Design and Methodology

1.7.1 Research Design

In order to get necessary data and to address the problem mentioned the student researcher is using descriptive research method because according to Malhotra, (2006) descriptive research is a type of conclusive research that has its major objective for the description of something.

1.7.2. Population, Sample Size and Sampling Technique

So as to gather appropriate information the population of the study is:

- Retailors (Hotel, Restaurants and Groceries)
- Employee of Dashen beer (marketing manager)

Moreover, according to the renowned marketing research scholar Malhotra (2006) at least 200 sample respondents are included in the study as a minimum sampling frame requirement to conduct marketing research. The student researcher is taking one marketing manager and 200 of the Dashen Brewery sample retailers of beer as a sampling frame in order to accomplish this research.

Accordingly, this study has been carried out through the implementation of non-probability convenience sampling technique for beer retailers because the company didn't have a clear customer list or data base. In addition, for the case of selecting respondents from the brewery's employee a non-probability judgmental sampling technique has been used.

1.7.3. Type of Data to be collected

To conduct the study, the student researcher has used both primary and secondary data sources. The primary data's has been collected from retailers and company's employee. Secondary data has been gathered from, books, internet sources, journals and other available written materials relevant for the topic.

1.7.4. Method of Data Collection

The primary data need for the study has collected through questionnaires for retailers with both close and open-ended questions. In addition to gather data's from the employee interview has been used by the student researcher.

1.7.5. Method of Data Analysis

The information that has been collected with mentioned techniques was analysed by qualitative and quantitative data analysis methods. The student researcher has used descriptive statistical method specifically percentage and present it with tables in order to avail the finding of the study.

1.8. Limitation of the Study

The student researcher has encountered a great deal of challenge due to lack of enthusiasm and willingness from sample respondents to fill and return the distributed questionnaires on time in order to finish the study at the required time period.

1.9. Organization of the Study

The research is organized of four chapters. The first chapter is background of the study; which includes introduction on the subject matter, statement of the problem, research objective, scoop, significance, design and methodology, as well as work plan. The second chapter is deal with literature review. The third chapter is concern with data analysis and interpretation. Lastly, the fourth chapter contains summary, conclusion and recommendation. In addition list of bibliography and sample questionnaires has also been attached.

Chapter Two

Review of Related Literature

2.1. Introduction

Beer is the oldest fermented drink in the world. Beer is a universal product. Almost all societies in the world produce beer in one form or another, whether such is at the industrial or the home level. Its benefit, although scientifically analyzed and explained only recently, had nonetheless been understood since thousands of years ago. How else can one explain that beer, the world's oldest alcoholic beverage, is even today, globally, the most widely consumed drink after water and tea ;(Myers, J.H. and Mark, 1968).

In Ethiopia, beer has been there in various home brewed forms. Its industrial production was a phenomenon that came about early during the last century. It had a modest growth rate until recently when due to urbanization and population growth, demand for it took an upsurge and supply could not cope there with; hence price escalation and critical shortage.

Ethiopia's beer production in 2009/10 was about 2.9 million H.L or (290,000,000 liters). The annual consumption per head is 4 Lt. Last three year's data of the existing breweries shows that the demand increases on an average of 11%. Current Beer production capacity is 3.35 million hectoliter ;(www.Accesscapital.com, 2012).

2.2. Beer Making Process

The process of making beer is known as brewing. A dedicated building for the making of beer is called a brewery, though beer can be made in the home and has been so for much of beer's history. A company which makes beer is called either a brewery or a brewing company. Beer made on a domestic scale for non-commercial reasons is classified as home brewing regardless of where it is made, though most home brewed beer is made in the home. Brewing beer is subject to legislation and taxation in developed countries, which from the late 19th Century, largely restricted brewing to a commercial operation only; (<http://www.euromonitor.com>, 2012)

Today, the brewing industry is a global business, consisting of several dominant multinational companies and many thousands of smaller producers ranging from brew pubs to regional breweries. More than 133 billion liters (35 billion gallons) are sold per year (the equivalent of a cube 510 meters on a side), producing total global revenues of \$294.5 Billion (\$147.7 billion) in 2006.

The basics of brewing beer are shared across national and cultural boundaries and are commonly categorized in to two main types—the globally popular pale lagers, and the regionally distinct ales which are further categorized into other varieties such as pale ales, stout and brown ale. The strength of beer is usually around 4% to 6% alcohol by volume though may range from less than 1% to over 20% alcohol by volume. In rare cases beer forms part of the culture of various beer-drinking nations and has acquired various social traditions and associations, such as beer festivals and a rich pub culture involving activities such as pub crawling or pub games such as bar.

The basic ingredients of beer are water, a starch source, such as malted barley, able to be fermented (converted into alcohol): a brewer's yeast to produce the fermentation; and a flavoring such as hops. A mixture of starch sources may be used, with a secondary starch source, such as maize (corn), rice or sugar, often being termed an adjunct, especially when used as a lower-cost substitute for malted barley. Less widely used starch sources include millet, sorghum and cassava root in Africa, potato in Brazil, and agaves in Mexico among others. The amount of each starch source in a beer recipe is collectively called the grain bill.

The starch source in a beer provides the fermentable material and is a key determinant of the strength and flavor of the beer. The most common starch source used in beer making is malted grain. Nearly all beer includes barley malt as the majority of the starch. This is because of its fibrous husk which is important in the mashing stage of brewing and also as a rich source of sugar and digestive enzyme.

Flavoring beer is the sole major commercial use of hops. The flower of the hop vine is used as a flavoring and preservative agent in nearly all beer made today. The flowers themselves are often called "hops."

Beer is composed mostly of water. Water has different mineral components; as a result water in some places is originally better suited to making certain types of beer, thus giving them a regional character. Hard water is suitable for making stout (such as Guinness) while soft water is suitable for making pale lager (such as pilsner).

Yeast is the microorganism that is responsible for fermentation in beer. Yeast metabolizes the sugars extracted from grains which produces alcohol and carbon dioxides and thereby turns wort into beer. Yeast is also indicated to influence the character of flavors.

The alcohol in beer comes primarily from the metabolism of sugars that are produced during fermentation. The quantity of fermentable sugars in the wort and the variety of yeast used to ferment the wort are the primary factors that determine the amount of alcohol in the final beer. Additional fermentable sugars are sometimes added to increase alcohol content, and enzymes are often added to the wort for certain styles of beer (primarily "light" beers) to convert more complex carbohydrates (starches) to fermentable sugars. Alcohol is a byproduct of yeast metabolism and is toxic to the yeast; typical brewing yeast cannot survive at alcohol concentrations above 12% by volume. Low temperatures and too little fermentation time decrease the effectiveness of yeasts and consequently decrease the alcohol content.

Beer is categorized into two main types based on the temperature of the brewing which influences the behavior of yeast used during the brewing process. The two types are lager which is brewed at a low temperature and ales which are brewed at higher temperatures. (<http://www.euromonitor.com>, 2012)

2.3. Beer Consumption in Ethiopia

According to the Statistical Abstract of 2011, produced by Access Capital, breweries in Ethiopia produced 1.56 million hectoliter of beer during 2010 and this represented 37% of all beverage produced by commercial producers. It was second to soft drinks which produced 2 million hectoliter during the same period and this represented 48%. The rest included wine and other alcoholic spirits.

There are hard facts that indicate that beer market in Ethiopia has been growing and the breweries are also making profits from their operations. Good instances are that Meta Beer factory and Harar Beer that have undertaken substantial expansion projects.

There are currently five breweries in Ethiopia namely BGI Group (Societe des Brassiere et Glaciers International), Dashen, Harar, Meta and Bedele Factories. Harar Brewery Produces Stout beer named Hakim Stout and also Harar Soft, a nonalcoholic beer intended for the predominantly Muslim population of the area. Because of its proximity to Addis Ababa, 75%-80% St. George Brewery is draft beer and uses kegs and barrels in addition to St. George beer, BGI Produces Bati and Castel, which was initially intended to export market.

2.4. Market Definition

A market is a group of potential customers for a particular product who are willing and able to spend money or exchange other resources to obtain the product. The term can be somewhat

confusing, because it has been used to designate buildings or places, institutions and stores, as well as many other things. But each usage even the name of a building in which trading is carried out suggests people or groups with purchasing power who are willing to exchange their resources for something else ; (William and Michael, 1999).

According to Kotler, (1998) Market consists of all the potential customers sharing a particular need or want. Thus the size of the market depends on the number of people who exhibit the need or want, have resources that interest others. And are willing and able to offer these resources in exchange for what they want.

2.5. Marketing Definition

Marketing is a process of finding customer needs and serving those needs profitably. If an organization is obsessed with looking for profits, it will never find them. But if it is focused on satisfying its customers profits will come automatically. Profit is an outcome of serving customer needs well. Furthermore, profits are a legitimate goal of a business, and to increase the capability of the organization to serve its customers better. In that sense customers should allow companies to have reasonable profits because lack of resources will impair the company's capabilities to serve customers in the future. But a business with a single minded focus on maximization of profits will not survive (Kumar and Meenakshii, 2006)

According to William and Michael (1999), marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that will satisfy individual and organizational objectives.

From the above two definitions we understand marketing is of that it involves an exchange process requiring that two or more parties trade something of value. Each party must gain something: revenues satisfy the marketer's objective, and products satisfy the consumer's needs (William and Michael, 1999)

2.6. Market Share

Market share is the portion or percentage of sales of a particular product or service in a given region that are controlled by a company. It is used by businesses to determine their competitive strength in a sector as compared to other companies in some sector. It also allows you to accurately assess your performance from year to year (Farris and others, 2010).

Moreover, Lewis and Chambers (1999) expressed market share as the proportion of total market or industry sales made by one of the competing companies.

2.7. Marketing VS Market Share

Broadly defined marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating exchanging value with others in a narrow business context, marketing involves business context, marketing involves building profitable, value laden exchange relationships with customers. Hence, we define marketing as process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return (Kotler, 2006)

Accordingly, a firms marketing activity that involves in producing and delivering a given product or service a specified market segment is mainly aimed at maximizing its market share over the competitors share market share is referred to a proportion of total sales of a product during a stated time period in a specific market that is captured by a single firm. Market share can refer to entire industries, narrow segments, or particular geographic area and also can apply to past, present, or future time periods (William, 1991)

In relation to analyzing a company's market share achieved can be made by coming out sales effect comparisons with respect to the level of sales made over the entire industry. Comparing a company's sales results with its goal certainly is useful from of performance evaluation. But it doesn't tell how the company's sales with the industry's sales. In effect after caring out the preceding agendas like sales comparison of the company's and evaluating existing competition, we should analyze the company's share of the market in total, as well as by product line and market segment. (William, 1991)

2.8. Market Share Objective

According to Perrault and McCarthy (2002), market share objective is that is it forces a manager to pay attention to what competitors are doing in the market. In addition, it's usually easier to measure a firms often use market share objectives.

Aggressive companies often aim to increase market share or even to control a market. Sometimes this makes sense, it a company has a large market share; it may have better economics of scale than its competitors. Therefore, if it sells at about the same price as its

competitors, it gets more profit from each sale or lower costs may allow it to sell at a lower price and still make profit.

A company with a long-run view may decide that large future volume will justify sacrificing some profit in the short run. Objectives aimed at increasing market share have the same limitations as straight sales growth objectives. A larger share if gained at low a price may lead to profitless “success” the key point regarding sales-oriented objectives is larger sales volume, by itself, doesn’t necessarily lead to high profit.

2.9. Factors that Affect Market Share Growth

The premise that market share gain are more valuable when the market is growing stems from the expectation that the earning produced by each share point continue to expand as the market expands.

The implicit assumption in this argument of course, is that the business can hold its relative share as the market grows the validity of such an assumption depends on a number of factors, including the following.

- The existence of positive network effects. Pioneers in new product markets enjoy several potential competitive advantages that they can but don’t always manage to leverage as the market grows.
- Future changes in technology or other key success factors if the rules of the game change, the competencies a firm relied on to capture share may no longer be adequate to maintain that share.
- Future competitive structure of the industry. The number of firms that ultimately decide to compete for a share of the market may turn out to be large than early entrants anticipate particularly if there are few barriers to entry. The sheer weight of numbers can make it difficult for any single competitor to maintain a substantial relative share of the total market.
- Future fragmentation of the market. As the market expands, it may fragment into numerous small segments, particularly if the potential customers have relatively heterogeneous functional distribution or service needs when such fragmentation occurs, the market in which given competitor competes may shrink as segments splinter away.

In addition to these possible changes in future market conditions, a firm's ability to hold its early gains in market share also depends on how it obtained them if a firm captures share through short-term promotions or price cuts that competitors can easily match and that may tarnish its image among customers it may be short-lived (Walker, et al: 2003)

Michael (2000), also mention Problems Included within these are a loss of market share, possession of the wrong set of competencies, slower or slowing growth patterns, a loss of employee morale, poor product and process development, and the failure to recognize competitors' true capabilities. Companies are finding new business models to eat into the market shares of their competitors, which previously would not have been possible. Antitrust issues may arise if a firm dominates its market. In some cases it may be advantageous to decrease market share. For example, if a firm is able to identify certain customers that are unprofitable, it may drop those customers and lose market share while improving profitability

2.10. Ways to Increase Market Share

The basic that it is easier for a business to increase its share in a growing market is based on two arguments. First there may be many potential new users who have no established brand loyalties or supplier commitments and who may have different needs or preferences than earlier adopters thus there may be gaps or undeveloped segments in the market. It is easier, then for a new competitor to attract those potential new users than to convert customers in a mature market. Second, established competitors are less likely to react aggressively to market share erosion as long as their sales continue to grow at satisfactory rate (Walker, 2003)

In favor of this Michael and McGrath (2000) describe the way to increase market share with the following model: $\text{Share of Market} = \text{Share of Preference} \times \text{Share of Voice} \times \text{Share of Distribution}$.

According to this model, there are three drivers of market share:

- Share of preference- can be increased through product, pricing, and promotional changes.
- Share of voice - the firm's proportion of total promotional expenditures in the market. Thus, share of voice can be increased by increasing advertising expenditures.
- Share of distribution - can be increased through more intensive distribution.

From these drivers we see that market share can be increased by changing the variables of the marketing mix.

- Product - the product attributes can be changed to provide more value to the customer, for example, by improving product quality.
- Price - if the price elasticity of demand is elastic (that is, > 1), a decrease in price will increase sales revenue. This tactic may not succeed if competitors are willing and able to meet any price cuts.
- Distribution - add new distribution channels or increase the intensity of distribution in each channel.
- Promotion - increasing advertising expenditures can increase market share, unless competitors respond with similar increases.

Armstrong and Kesten, (2007) also discussed four basic ways through which market share can be improved. The first is through improving the product quality so that it is better than that of the competitors; the second way is through changing the price such as discount or take flexible price. Alternatively, you can find new methods to distribute your product so people can buy it in more places. Finally, you can advertise and promote your product. Using these techniques in any combination may improve market share.

2.11. Source of Competitive Advantage

A company has several source of competitive advantage such as R&D, scale of operations, technological superiority, more qualified personnel, etc. companies in the same industry usually have different sources of competitive advantage, which must provide superior customer value than competition.

Superior skills are distinctive capabilities of key personnel that set them apart from personnel of competing firms.

Superior resources are tangible and intangible requirements that enable a firm to exercise its skills. Superior resources may be number of sales people, expenditure on advertising, number of distributions and financial source, brand quality, the reputation of the company, and the intellectual property of the company including patents, copyrights and trademark etc.

Core competencies the distinctive nature of these skills and resources sum to a company's core competencies.

Value chain is a useful method for locating superior skills and resources that are functionally available starting from suppliers up to final users of the company's outputs (kumar and Meenakshil, 2006)

2.12. Creating Differential Advantages

A differential advantage is the set of unique features of a company and its products that are perceived by the target market as significant and superior to the competition (Lamb, et al: 2004). Such features can include high product quality, rapid delivery, low prices, excellent service, or a feature not offered by the competition. Although skills and resources are the sources of competitive advantage, they are translated into a differential advantage only when the customer perceives that the firm is providing value that of competition. From those ways to differential one offering, the following are major concerns:

2.12.1 Product

According to pride and Ferrell (2005), a product is a good service, or an idea received in an exchange. It can be either tangible or intangible and includes functional, social, and psychological utilities or benefits. When buyers purchase a product, they are really buying the benefits and satisfaction they think the product will provide. These benefits can be realized from product performance. Moreover, product performance can be enhanced by such devices as raising speed, Comfort, safety levels, Capacity and ease of use or improving taste or smell. Durability reliability styling, capacity to upgrade, provision of guarantee, giving technical assistance, helping in installation etc. can help in differentiating a product, they give due attention on the quality of produced item that enable the company to meet customer demand that leads to customer satisfaction. Additionally, a product should also maintain preferable design and relative features as well.

Product Quality

Product quality refers to the overall characteristics of a product that allow it to perform as expected in satisfying customer needs. The words as expected are very important to this definition because quality usually means different things to different customers. For some, durability signifies quality. For other consumers, a product's ease of use may indicate quality. In addition product quality incorporates its own dimensions as follows.

One important dimension of quality is level of quality, the amount of quality a product possesses. The concept is a relative one; that is the quality level of one product is difficult to describe unless it is compared with that of other products.

A second important dimension is consistency of quality refers to the degree to which a product has the same level of quality over time like level of quality, consistency is a relative concept; however, it implies a quality comparison within the same brand over time. The consistency of product quality can also be compared across competing products. It is at this stage that consistency becomes critical to a company's success. Companies that can provide quality on consistent basis have a major competitive advantage over rivals (Pride and Ferrell: 2005)

2.12.2 Distribution

Distribution channel is a group of individuals and organizations that directs the flow of products from producers to customers. The major role of distribution channels is to make products available at the right time at the right place in the right quantities (Pride and Ferrell: 2005)

Functions Performed by Channel Intermediaries

Retailing and wholesaling intermediaries in marketing channels perform several essential functions that make the flow of goods between producer and buyer possible. According, marketing intermediaries is mainly complying in the process of utility creation marketing channels create three types of utility time, place and possession. Time utility is having products available when the customers wants them place utility is created by making products available in locations where customers wish to purchase them. Possession utility can occur through ownership or through arrangements that give the customer the right to use the product, such as a lease or rental agreement. Channel members sometimes create form utility by assembling, preparing, or otherwise retaining the product to suit individual customer needs (Pride and Ferrell, 2005)

Type of Marketing Distribution

According to Pride & Ferrell (2005) to deciding which marketing channels to use to distribute a product, marketers must determine the intensity of coverage that a product should get, that is the number and kinds of outlets in which it will be sold. Three major levels of market coverage are intensive, selective and exclusive.

Intensive Distribution uses all available outlets for distributing a product this type of distribution is appropriate for convenience products like bread Chewing gum and newspapers convenience products have a high replacement rate and require almost no service to meet these demands intensive distribution is necessary, and multiple channel may be used to sell through all possible outlets.

Selective distribution uses only some available outlets in an area to distribute a product. Selective distribution is appropriate for shopping products; durable goods like television sets and stereos usually fall into this category. These products are more expensive than convenience goods. And consumers are willing to spend more time visiting several retail outlets so compare price designs styles and others features.

Exclusive distribution uses only one outlet in a relatively large geographic area it is suitable for products purchased infrequently, consumed over a long period of time or requiring service or information to fit them to buyers needs it is also used for expensive high quality products such as Porsche automobiles.

2.12.3 Promotion

A differential advantage can be achieved by the creative use of promotional tools. Whenever companies intend to design effective promotion tools, the usage of promotional strategy is needed to plan for the optimal use of the elements of promotion advertising public relations, personal selling and sales promotion the main function of a marketer's promotional strategy is to convince target customers that the goods and services offered provide a differential advantage over the competition (Lam, et al : 2004)

The Goals and Tasks of Promotion

People communicate with one another for many reasons. They seek amusement, ask for help, give assistance or instructions, provide information and express ideas and thoughts. Promotion, on the other hand, seeks to modify behavior and thoughts in some way. In a more general manner, promotion can perform one or more of three tasks: inform the target audience, persuade the target audience, or remind the target audience (Lemb, 2004)

2.12.4 Price

Using low price to gain differential advantage can fail unless the firm enjoys cost advantages and has resources to fight price war prices are the key to revenues. Which in turn are the key to profits for an organization revenue is the price charged to customers multiplied by the number of units sold revenue is what pays for every activity of the company production finance sales distribution and soon what is left over is profit (Pride and Ferrell:2005)

Pricing Objectives

To survive in today's highly competitive market place, companies need pricing objectives that are specific attainable and measurable realistic pricing goals then require periodic monitoring to determine the effectiveness of the company's strategy (Pride and Ferrell, 2005)

Overall a company that is engaged in providing a given product like Dashen Brewery should evaluate its competitive advantage over competitors by the marketing mix which are mention on the above by different scholars. The Dashen Brewery management should also analyze its sales related marketing polices, industry attractiveness competition and customer needs.

2.13 Dimension of Service Quality

According to Zeithaml and Bitner, (2003).Consumers evaluates five dimensions of service quality. Those are;

1. Tangible: the service provider's physical facilities their equipment and appearance of employees
2. Reliability:- is the ability of the service firm to perform the service promised dependably and accurately
3. Responsiveness:- is the willingness of the firm staff to help customers and provide them with prompt service
4. Assurance:- refers to the knowledge and courtesy of the company's employess and their ability to inspire trust and confidence in the customer toward the service provider
5. Empathy: - is the caring individualized attention the service firm provided each customer.

2.14 Factors that are Affecting the Effectiveness of Service Delivery

According to anand and monga (2003:505) the effectiveness of service delivery can be affected by

- A misperception by the company it may so happen that what the customer had asked expected is not grasped by the company because of this misperception, the service delivery is out as desired by the customers.
- Lack of accuracy: - the service provider may perceive the customer's expectations rightly but due to not setting accuracy level of or a standard of service; family not satisfies the customers to the desired extent.
- Lack of Training:- the employees entrusted with the task of dealing with the customer may have the required know how or may not be properly trained ensure a desired delivery to the customers
- Information to from the company:- the information from the company is given in such a way by the representatives and the media that the customer is almost hypnotized
- A misinterpretation by the consumer it often happens that the consumer is unable to perceive the treasure of service provided by the company even if the after is careful and decent in its efforts the customers may misinterpret.

2.15. Market-Share Management Strategies

According to Kotler and Armstrong, (2010) Market-share management strategies fall into four broad categories: (1) share building, (2) share maintenance, (3) share reduction, and (4) risk reduction.

Share Building

The majority of companies that analyze their market position conclude that they are operating below their optimal market share. They are not exploiting their plant fully or have not been able to build a plant at the most economical size, - they are not quite large enough to achieve promotional and/or distributional economies; and they cannot attract the strongest talent. In sum, they see a higher market share as promising greater profitability without commensurately greater risk—indeed, often as reducing that risk.

Share-building strategies must be designed to meet several considerations—whether

1. the primary market is growing, stable, or declining,

2. the product is homogeneous or highly differentiable,
3. the company's resources are high or low in relation to its competitors' resources, and
4. There are one or several competitors and how effective they are.

Share Maintenance

In evaluating their market positions, some companies will find that they are in fact operating at an optimal share level. The cost or risk of increasing their share would cancel out any gains. On the other hand, a decline in their current share would reduce their profitability. These companies are intent on maintaining market share. Such organizations find, however, that stabilizing their share is almost as challenging as expanding it. Underdog competitors are constantly shipping away at the stable company's share. They introduce new products, sniff out new segments, try out new forms of distribution, and launch new promotions. One of the most annoying and common forms of attack is price cutting. The high-share company is always wrestling with the question of whether to meet price cuts and maintain its share or give up a little share and maintain its margins. If the high-share company maintains its prices, it loses share. If it loses more than it expects, it may discover that rebuilding costs more than the gains from holding prices.

In general, the best defense for maintaining market share is a good offense—product innovation, the same strategy that works so well for the underdog. A dominant company must refuse to be content with the way things are. It has to anticipate its own obsolescence by developing new products, customer services, channels of distribution, and cost-cutting processes.

A second line of defense is market fortification. The dominant company plugs market holes to prevent competitors from moving in.

A third and less attractive defense for share maintenance is a confrontation strategy. Here the dominant company defends its empire by initiating expensive promotional or price-cutting wars to discipline upstart competitors. It may even resort to harassment—pressuring dealers and suppliers into ignoring upstarts to avoid losing the dominant company's goodwill. Confrontation may work, but it is undertaken at some risk and contributes less to social welfare than would more innovative responses.

Share reduction

Some companies analyzing the profitability and risk associated with their current market share may come to the conclusion that they have overextended themselves in the overall market or in certain submarkets. Their large share puts them on the "hot seat" too often or includes too many marginal customers. These factors can lead the company to think about how to reduce its presence in the market. Share reduction calls for the application of general or selective de-marketing principles. De-marketing is the attempt to reduce, temporarily or permanently, the level of customer demand. It may be directed at the market or selected market segments.

It calls for reversing the normal direction of marketing moves: raising price, cutting back advertising and promotion, reducing service. It may involve more extreme measures such as reducing product quality or convenience features. In a period of prolonged shortages, these steps may be especially necessary.

Several high market-share companies have apparently used de-marketing to reduce their shares to less risky levels. In this period, the company has delayed reformulating its old brands (Prell and Head & Shoulders), has tried to introduce only one new brand (which was withdrawn twice from test markets), and has not attempted to "buy" back its share with heavy spending on advertising and promotion." It seems fair to speculate that Procter & Gamble's passive response to its decline in market share is deliberate; Companies can consider a number of measures to reduce the insecurity surrounding their high market share, including (1) public relations, (2) competitive pacification, (3) dependence, (4) legislation, (5) diversification, and (6) social responsiveness.

CHAPTER THREE

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with presentation, analysis and interpretation of the study based on the data gathered from the respondents. All the data were obtained through questionnaire containing close ended questions and through interview with Addis Ababa branch manager Dashen breweries.

Here under, the study describes the total characteristics population who returned questionnaires after filled out with responsible respond which allowed the student researcher to entertain their answer accordingly

Table 1 Total population of the study

Description	Retailers	Marketing manager
Number of returned questionnaires	161	1
Number of unreturned (irrelevant) questionnaires	39	
Total	200	1

As it is table indicated in the tabel, the student researcher prearranged a population that includes 200 respondents from retailers of Dashen beer and one respondent from Addis Ababa marketing manager of the Dashen brewery. However, the student research excluded 39(19.5%) questionnaire because of the data were unreturned and not relevant for the study. Generally, from retailers sample size, 161(80.5%) respondent filled and returned the questionnaire responsibly. Accordingly, the marketing manager of the brewery was interviewed about the existing condition of the business and other related issues. The implication is that almost sufficient sum of respondents were addressed and they have given their response to the questionnaire delivered for each of them.

3.1 General Characteristics of the study

Table 2 Gender, Age and Education Background Beer Retailers

Table 2, below shows the general characteristics of retailers which include their sex, age distribution and education level

No.	Item	Category	Frequency	%
1	Gender	Male	149	92.5
		Female	12	7.5
Total			161	100
2	Age	18-25	14	8.7
		26-33	37	23
		34-41	60	37.2
		42-49	31	19.3
		50 and above	19	11.8
Total			161	100
3	Educational Background	12/10 complete	109	67.7
		Certificate	26	16.1
		Diploma	19	7.4
		1 st Degree	-	-
		Grade 9	7	4.4
Total			161	100

As it is indicated in table 2 item 1, this study has included 149(92.5%) of male and 12 (7.5%) of them female. From this we can see that majority of the sample respondents are male

With respect to age category as shown, table 2 items 2,14(8.7%) of respondent were 18-25 years old 37(23%) of respondents were found in 26-33 years old; 60(37.2%) of readers positioned themselves on 34-41 years old; 31(19.3%) of them placed their age on 42-49 years and the rest 19(11.8%) of retailers were aged 50 and above. Therefore, from the student researcher's point of view, retailers were matured enough to raise sound comments on the subject of the stud.

As it is indicated in table 2, item 3, shows the education background of retailers where by 109(67.7%) were 12/10 complete; 26(16.1%) of them held certificate; 19(11.8%) of respondent disclosed as educated diploma level, and lastly, 7(4.4%) selected that they were 9 grade. This

implies that, respondents could answer the questioners with well understanding the stated questions.

Table 3 Type and Year of Service in Retail Business

Question 1	Type of retail business	Frequency	%
What types of retail business you are engaged?	Restaurant	48	29.8
	Hotel	34	21.1
	Bar	32	19.9
	Grocery	29	18
	Bar & Restaurant	18	11.1
	Total	161	100
Question 2	Year of service	Frequency	%
Retailers year of service	1-5	5	3.1
	6-10	79	49.1
	11-15	42	26.1
	16-20	21	13
	21 & above	14	8.7
	Total	161	100

Additionally, table 3, question 1, indicates the types of retail business as 48(29.8%) of respondent were engaged in restaurant business; 34(21.1%) of respondents answered as they were hotel business; 32(19.9%) responded their retail as bar business; and 29(18%) respondents revealed as they were engaged in grocery business; while 18(11.1%) were who have bar and restaurant. This implies that majority of the sample respondent involved for the collected information is engaged in restaurant and hotel business.

Moreover, table 3 questions 2, shows the years of service structure of who engaged in retail business. And 5(3.1%) of respondents were 1-5 years of services; 79(49.1%) of respondents were found at 6-10 year of services; 42(26.1%) of retailers were indicate 11-15 year of services; 21(13%) of respondent placed their year of service 16-20 years and the rest 14(8.7%) of retailers were 21 and above year of service they have. The implication, the majority of retailers included in this study has more than three years working experience in retail business. This shows, they are relevant for this study because the student researcher was focused on the time period starting from 2010G.C-2012G.C fiscal year.

3.2 Analysis of Findings of the Study

The following part covers responses obtained from the Dashen beer retailers which are essential for the analysis of stated problems and in order to articulate their respective interpretation.

Table 4 Retailer’s Response on Way of Distribution that Dashen Brewery Follows

Question	Description	Frequency	%
Does the way of distribution that Dashen brewery follow tends to be preferable and appropriate for your retail practice?	Yes	20	12.4
	No	141	87.6
	I don’t know	-	-
	Total	161	100

According to table 4, retailers of the Dashen beer were asked if Dashen brewery way of distribution preferable and appropriate and 141(87.6%) of them replied was No; while 20(12.4%) of retailers answered Yes. It implies majority of retailers believe that the way of distribution Dashen brewery follows is not preferable and appropriate.

For the open ended question which addresses Dashen beer’s distribution, a greater number of respondents answered that the way Dashen beer is distributing its product is not suitable; the company visits retailer shops without a fixed schedule as well it has no consistency. Instead, it will be better if Dashen beer fix a date for distribution once or twice a week. This also implies that the company’s distribution system is not suitable for the retailer.

Table 5 Availability of Dashen beer

Question	Description	Frequency	%
How is the availability of Dashen beer for retail it to consumers of the Dashen beer daily base?	Very low	61	37.9
	Low	63	39.1
	Medium	15	9.3
	High	13	8.1
	Very high	9	5.6
	Total	161	100

As table 5 shows, retailers were asked the availability of Dashen beer for consumers and 15(9.3%) of them claimed the availability as medium; 61(37.9%) of retailers answered very low; 63(39.1%) replied the level of availability is low; 13(8.1%) and 9 (5.6%) of the retailers replied

high and very high respectively. This indicated that the Dashen brewery has problems concerning on accessibility for Dashen beer consumers.

Table 6 Performance of Dashen brewery in its Consistent Distribution

Question	Description	Frequency	%
Performance of Dashen brewery to maintain consistency in its distribution?	Very low	77	47.8
	Low	63	39.1
	Medium	16	9.9
	High	5	3.2
	Very high	0	0
	Total	161	100

As table 6 demonstrated, retailers were asked about consistency of Dashen brewery distribution performance, and 77(47.8%) of them replied as it was very low; 63(39.1%) respondents suggested low; 16(9.9%) medium and the remaining 5(3.2%) of them replied high. It implies, the brewery had weak performance in consistent distribution which can cause shifting to another brand.

Table 7 Level of Compliant from Dashen Beer Consumers and brewery's responsiveness

Questions	Description	Frequency	%
1. Level of compliant from consumers on availability of Dashen beer?	Very low	30	18.6
	Low	39	24.2
	Medium	61	37.9
	High	13	8.1
	Very high	18	11.2
	Total	161	100
2. The intensity of responsiveness in return to retailers compliant from Dashen brewery?	Very low	68	42.2
	Low	62	38.5
	Medium	14	8.7
	High	17	110.6
	Very high	0	0
	Total	161	100

According table 7 question 1 indicates, retailers response their answer on compliant of consumers on Dashen beer availability and 61(37.9%) retailer answered as medium; 30(18.6%) of them replied very low; 39(24.2%) of the respondent answered level of compliant was low; 13(8.1%) of them replied as high and the remaining 18(11.2%) of the retailer responded as very

high. It implies that beer consumers are not comply strongly even if the availability of Dashen beer in the market place is low.

As table 7 question 2 indicates, retailers have given their answer on the responsiveness of Dashen beer for their compliant out of the total respondents, 14(8.7%) of them responded as medium; 68(42.2%) and 62(38.5%) of the respondent claimed the reaction taken from Dashen beer to improved customers objection very low and low respectively; and 17(10.6%) of them regarded the brewery receptiveness to customers as high. It implies the brewery was very weak to bring its resources together in order to win complaints raised about the brewery by improving its approach as a result to deliver satisfaction for its respective customers.

Table 8, Delivery Service of Dashen Beer and Sales Person Willingness to Serve Customers

Questions	description	frequency	%
1. How do you evaluate the delivery service of product compare to competitors?	Very poor	69	42.9
	Poor	63	39.1
	Medium	15	9.3
	Good	12	7.5
	Very good	2	1.2
	Total	161	100
2. How do you evaluate the willingness of Dashen brewery sales person to serve customers?	Very low	74	46
	Low	68	42.22
	Medium	0	0
	High	12	7.5
	Very high	7	4.3
	Total	161	100
3. How do u evaluate the company overall order taking capability?	Very low	93	57.8
	Low	59	36.6
	Medium	4	2.5
	High	3	1.9
	Very high	2	1.2
Total	161	100	

According to the above table question 1, retailers have given their respective confirmation with regard to service delivery of Dashen brewery. And 69(42.9%) of them replied as it was very poor; 63(39.1%) respondent suggested as it was poor; 2(1.2%) and 12(7.5%) of them confirmed the service delivery was good and very good respectively. The rest of 15(9.3%) respondent

answered as medium. The implication is the Dashen brewery service delivery couldn't make most of the retailers satisfied.

In addition, table 8 question 2 indicates, retailer response about the willingness of dashen brewery sales person to serve customers. And 74(46%) of them answered very low; 68(42.2%) of them replied as it was low; 12(7.5) of retailers answered high and the reaming 7(4.3%) retailers replied very high. It implies the majority of retailer's compline about Dashen brewery sales person commitment to serve them.

Moreover, table 8 question 3 shows retailer response about the firm overall order taking activity. And 93(57.8%) of them replied very low; 59(36.6%) of them answered as it was low; 4(2.5%) of retailers responded medium; 3(1.9%) and 2(1.2%) of them replied high and very high in that order. It implies that, brewery retailer is dissatisfied with the firm overall order taking activities.

Table 9 Dashen Brewery Activity on Providing Goods those Useful for its Customers and its Impact

Questions	Description	frequency	%
1. How do you express Dashen beer activity on providing goods those promote the company as well useful for its customers?	Very poor	108	67.1
	poor	43	26.7
	Medium	0	0
	Good	10	6.2
	Very good	0	0
	Total	121	100
2. Do you think doing those activities will have an impact on its sales volume?	Yes	149	92.5
	No	5	3.2
	I don't know	7	4.3
	Total	161	

As table 9 question 1 indicates, retailers give their answers on the activity of Dashen brewery on providing goods those promote the company as well useful for its customers. Out of the total respondents 108(67.1%) of them responded as very poor; 43(26.7%) of them replied the activity is poor and the reaming 10(6.2%) of them answered as it is good. It implies Dashen brewery activity on providing goods such as umbrella, glass, tables...etc. those promote the brewery as well as useful for retailers is very poor as compared to competitors.

Although, table 9 question 2 indicates, retailers have given their answer the impact of goods those promote the brewery on Dashen beer sales volume. And out of 161 respondents

149(92.5%) of them answered as yes; 5(3.2%) responded as No and the rest of 7(4.38%) respondent they don't know the impacts. The implication is, almost the entire respondent they conform about the importance of promotional goods for their sales volume.

Accordingly, a significant higher number of respondents disagreed on Dashen beer's sales promotion activities (like providing an umbrella and/or glasses with its brand). The retailers also noted that if Dashen beer does such promotional activities could be used as stimuli for customers to use the product. Not only that but also, it will bring a positive impact on the sales volume because from experience of other comparing brands customers has a tendency of having their drink with a specific type of glass (as an example St. George and Harar beers' action could be mentioned).

Table 10, Loyal Dashen Beer Consumers and their Level of Involvement in Buying Dashen Beer

Question	Description	Frequency	%
1. How is the degree of loyal consumer who sticks with Dashen beer at your retail location?	Very low	78	48.4
	Low	41	37.9
	Medium	12	7.5
	High	7	4.3
	Very high	3	1.9
	Total	161	100
2. How is consumer's level of involvement in buying Dashen beer?	Very low	72	44.7
	Low	71	44.1
	Medium	3	1.9
	High	12	7.5
	Very High	3	1.9
Total	161	100	

As table 10 question 1 discovered, retailers were asked about the level of loyal consumers of Dashen beer and 12(7.5%) of them claimed the situation as medium; 78(48.4%) of retailer answered the level of loyal consumers were very low; 61(37.9%) of retailers believed the level of loyal consumers low; 7(4.3%) of them replied high and the remaining 3(1.9%) of retailer believed the level of loyal consumer in there retail location was very high. It implies that the number of Dashen beer consumers who are dependable with it is low.

While, table 10 question 2 indicates, retailers have given their answer on the consumer's level of involvement in buying Dashen beer. And out of total respondents, 72(44.7%) of them replied the involvement of consumers to drink Dashen beer as very low; 71(44.1%) low; 3(1.9%) responded as medium; and 12(7.5%) and 3(1.9%) of them answered as high and very high respectively. It implies Dashen beer is not the first choose for most beer consumers in the market place.

Table 11, The Level of Unsold Dashen beer on Hand

Question	Description	Frequency	%
How was the level of unsold Dashen beer on hand compare to competitors?	Very low	0	0
	Low	6	3.7
	Medium	15	9.3
	High	58	36.1
	Very high	82	50.9
	Total	161	100

With reference to table 11, retailers described the level of unsold Dashen beer on hand. And out of the total respondents, 15(9.3%) responded as medium; 82(50.9%) of them replied the amount of unsold Dashen beer as very high; 58(36.1%) high; and 6(4.9%) respondents answered as low.

Table 12, Dashen beer Competitiveness in the Beer Industry

Item1	Description	Frequency	%
How is the rate of Dashen beer competitiveness in the beer industry?	Very low	43	26.7
	Low	57	35.4
	Medium	21	13.1
	High	29	18
	Very High	11	6.8
	Total	161	100

As it is indicated in table 12, retailers showed the rate of dashen beer competitiveness in the industry. And out of the total respondent 43(26.7%) responded as very low; 57(35.4%) of them replied Dashen beer competitiveness is low; 21(13.1%) replied medium; 29(18%) of them answered high and the remaining 11(6.8%) respondent showed its competitiveness as very high.it implies, Dashen brewery is not as much of competitive in the beer industry based on the above retailer's responded.

Table 13, the Interest of the Retailers to Continue Business with the Dashen Beer

Item1	Description	Frequency	%
Do you want to continue business with the company?	Yes	159	98.8
	No	-	-
	I don't know	3	1.2
	Total	161	100

According to table 13, beer retailers asked their interest to continue business with the firm and 159(98.8%) of them replied yes and the rest of 3(1.2%) replied I don't know. It implies, almost all beer retailers are willing to work with Dashen beer in the future. This indicates there is a huge gap between the retailer's interest to do business with the brewery and the company performance to retain them.

Generally, respondents has also identifies some problems they observed on the overall Dashen beer's activity. Respondents have given an emphasis on Dashen beers way of distribution, promotional activity and employees' behavior. They suggested that the company should put a better effort in promoting it's by providing different equipment as well advertisement. In addition, respondents suggested that Dashen beer should train its employees (especially who are assigned for a door to door sales or van distributors) on how to communicate with a customer.

3.3 Qualitative Data Gained from Marketing Manager of Dashen Brewery

Here under is an interview made with marketing manager of Dashen brewery in Addis Ababa branch who is responsible to lead daily operation of the brewery.

What types of efforts are you exerting to win differential advantages over the beer industry?

The manager replied that the differential advantage of Dashen brewery was based on the product quality which is free from hangover. He added that other theoretical differential advantages practiced with other competitors like distribution and promotion we consider to working on it aggressively in the near future.

What is the sales trend of your brewery for the past three years?

The marketing manager of the company has claimed concerning on the sales trends of the brewery, for the past three years it has faced decline in sales that forced the company to be subjected for down full from its market share second position. As per his explanation the Dashen

beer was in a second position however, due to increased level competition, dynamic change in consumer's behavior and other related internal and unrelated external factors, the last three years and current sales trend of Dashen beer has been declined.

On what perspective do the company believes that is has an adequate source of firm's competitive advantages?

Accordingly, the marketing manager of Dashen brewery revealed that the firm has been a George's beer follower in previous periods. And its competitive advantage was relied on its superior technology and healthier beer among the other brands.

What do you think the solution for the problem faced by the brewery with regard to distribution practice?

As marketing manager answered on interview that retailers gets delivery service due to recently started scheduled delivery service within a week to all company's retailers in Addis Ababa. And the future the brewery is planning to provide better delivery service to target customers who are not satisfied with delivery performance of the brewery.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter comprises the necessary information obtained from sample respondents of the study accordingly the following section reveal the summary, conclusions, and proposed recommendation of the study which are drawn from the data analysis and interpretation parts respectively.

4.1 SUMMARY

The study attempted to address the three basic questions posted earlier in the proposal. In this regard, all pertinent data and information was collected from sample respondents using pertinent method. The major findings of the study are therefore summarized here under.

- ✓ The student researcher has attempted to address a total population of 200 respondents from beer retailers and 161(80.5%) of beer retailers have precisely returned the questionnaire
- ✓ Retailers were asked if Dashen brewery way of distribution preferable and appropriate and majority (87.6%) of them replied was No.
- ✓ Concerning to the availability of Dashen beer for customers, maximum number 130(79.8%) of the respondent low and very low respectively.
- ✓ The study has showed, 63(39.1%) retailers claimed the brewery performance in consistent distribution was low and 77(47.8%) of them replied as it was very low.
- ✓ With regard to the level of compliant from consumers on availability of Dashen beer. 61(37.9%) retailer answered as medium; 39(24.2%) of them replied low.
- ✓ Retailers were asked about the responsiveness of Dashen brewery to handle compliant; 68(42.2%) and 62(38.5%) of the respondent claimed the reaction taken from the brewery to improve customer's objection very low and low respectively.
- ✓ Concerning on the delivery service of product compare to competitors, maximum number 131(82%) respondent suggested as it was very poor.
- ✓ Retailers have given their evaluation about the Dashen brewery sales person willingness regarding to serve customers; highest (88%) of the respondent replied as it was very low.
- ✓ The beer retailers were asked about the company overall order taking capability and 93(57.8%) of them replied as very low.

- ✓ Based on the question about the Dashen beer activity on providing goods those promote the firm, maximum (67.1%) of them answered as very poor.
- ✓ The retailers were also asked about the impact of providing goods those promote the firm on its sales volume and 149(92.5%) of them conform about the importance of promotional goods for their sales volume.
- ✓ Concerning on the degree of loyal consumer Dashen beer, the highest (86%) of retailers believed the level of loyal consumers very low and low.
- ✓ Retailers have given their their answer on the consumer's level of involvement in buying Dashen beer and majority of respondent (88.8%) replied very low and low.
- ✓ With respect to the level of unsold Dashen beer on hand; 82(50.9%) and 58(36.1%) of them replied the amount of unsold Dashen beer as very high and high respectively.
- ✓ With regard to the competitiveness in the beer industry, 57(35.4%) of the retailers replied its competitiveness is low and 43(26.7%) responded as very low.
- ✓ Finally the retailers asked their willingness to work with the company in the future and 159(98.8%) of the retailers replied yes.

4.2 Conclusions

As it can be seen on the previous chapters that beer retailers have claimed that they were not satisfied with the approach and performance of Dashen brewery's in which the situation led the company to result in failure to hold substantial size of market share in Addis Ababa. Hence, based on these major finding of the study, the following concluding remark are drawn;

4.2.1 Distribution trends of the brewery

Based on the retailers response; the distribution trend that Dashen beer has follow not preferable and appropriate. The problem is potentially arising from internal environment. The retailers have confirmed that Dashen beer has not been constantly available. They also admitted that poor distribution activity on the market has resulted from lack of skilled and committed man power. Among the problems companies usually encounter, decline in the market share for their product is a dominant indicator of their marketing performance quality.

4.2.2 Service Practices Undertaken by Dashen Brewery.

As per the finding drawn from this study, there were some points in which retailers agreed upon the poor service practices to serve the customers; so some of them are spotted as follow

- ✓ Retailers have confirmed that Dashen brewery service delivery is poor as compare to competitors. It may so happen that what the customer has expected is not grasped by the company.
- ✓ As per the retailers respond the Dashen brewery employees are not willing to serve the customer. It indicate that employees may not be properly trained to give a desired delivery to the customer this might be other factor that cost the firm to lose its market share.
- ✓ Retailers respond the responsiveness in return the compliant from the firm was very low. They believe the company was not responsive enough to handle the objections. Because of this believe the service delivery is out as desired by the customers.
- ✓ As per the finding, the brewery activity on providing goods those promote the company as well useful for its customers are very poor. Among this, the company's low and ineffective promotion strategies may be the result of which the declining of the market share.

4.2.3 The Sales trend of the Dashen Beer in Market Place

This research has shown exhaustive reasons which are believed to be major factors that contributed retailers highlighted some of resulting factors. Subsequently, the student researcher has stipulated most important point from the study and specified them as follows:-

- ✓ As it has been indicated in data analysis and interpretation sections. Retailers did not think the company has made an improvement to be competent enough with the existing market demand
- ✓ According to the study, the retailers of beer indicate the degree of loyal consumer who sticks with Dashen beer very low this might also has its own consequence for the organization to end up with minimum share from the entire proportion of the market.
- ✓ As per the retailers respond, the level of unsold Dashn beer on hand was very high. This is other factor for the brewery to lose its sales volume and market share at the same time.
- ✓ An overall conclusion is that factor were contributing to this problem of the company are, Lose of its sales volume, lack of consistency in its distribution activities, declining consumer's preference to the brand, poor service delivery and customer handling, low and ineffective sales promotion.

4.3 Recommendation

One purpose of conducting research is to offer recommendations. In order to give suitable suggestions that could help the brewery in addressing various possible of consumer shift to other beer brands and to enhance the overall effectiveness on its market share optimization performances the following recommendations are drawn:-

- ✓ The student researcher strongly suggests that Dashen brewery should improve its distribution activities by referring and following the other competitors. In addition, add new distribution channels or increase the intensity of distribution in each channel. Moreover, The Company should allocate enough amount of found to make its product available in the retailer hand in a continuous base.
- ✓ The brewery should allocate enough amount of fund for research and development to continuously monitor main consumer preference towards beer and bring about a non-stopping improvement in the quality of product and service delivery so at to gain customer trust and market share.
- ✓ Marketing researches should be conducted regularly to find out the actual condition of the beer market.
- ✓ By integrating the required marketing mix elements the company should increase the level of loyal buyers who stick with it for long period of time.
- ✓ The student researcher advises the company to incorporate skillful sales person and work to take advantage of market competition and eventually to have the industry's strong market share position.
- ✓ The brewery should improve the sales promotion activities like providing an umbrella and glasses with its brand. Because such promotional activities could be stimulate consumers to use product and it has a positive impact on sales volume.
- ✓ The student researcher strongly advises the company to enlarge its level of responses with regard to retailer's objection and be alert while handling retailers compliant.

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