

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

FACTORS AFFECTING MARKETING PERFORMANCE
OF ANBESSA SHOE SHARE COMPANY

BY
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JUNE 2010
SMUC
ADDIS ABABA

**FACTORS AFFECTING MARKETING PERFORMANCE OF
ANBESSA SHOE SHARE COMPANY**

**A SENIOR ESSAY SUBMITTED TO THE DEPARTEMENT OF MARKETING
MANAGEMENT**

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ST. MARY'S UNIVERSITY COLLEGE

**IN PARTIAL FULFILMENT OF THE REQUIRMENTS FOR THE DEGREE OF BACHELOR
OF ARTS IN MARKETING MANAGEMENT**

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APPENDICES

Declaration

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato TERFE FEYERA. All source of material used for the manuscript have been duly acknowledged.

Name KIRUBEL AKLILU

Signature _____

Place of Submission **St. Mary's University College**

Date of Submission _____

Advisor Declaration

The paper has been submitted for examination with my approval as the university college advisor.

Name _____

Signature _____

Date _____

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

A marketing organization of a company takes very important initiatives, new products are launched, advertising campaigns are run, sales promotions schemes are introduced, and new markets are explored and so on. Some of these initiatives are resounding successes while others are extremely bad failures. Marketers who are involved in these initiatives develop a lot of insight about why these initiatives were successes or failures. These stories of successes and failures can be very useful for future initiatives. The factors which caused the failures could be avoided in future projects and the factors which contributed in successes could be incorporated in future projects (Kumar, N. and R.Mittal.2001: 29).

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy the individual and organizational objectives. Generally, efficient and effective management of the marketing mix elements are essential for the existence and as well as for the achievement of goals or objective of an organization.

Anbessa Shoe Share Company was established in 1930 E.C in the middle of the capital, Addis Ababa. It is one of the forefront companies in shoe production business with a well established good reputation derived from specialization in shoe production for more than half a century. It uses reliable inputs, genuine Ethiopian leather, so that customers trust it for its quality and durable products. Its long year of specialization in the shoe sector has also helped the company to acquire specialized skill and knowledge.

Due to its long years experience in the business, the company has highly skilled and experienced workers. Currently the total number of employees is 890.

Currently the company is producing various shoe models for gents, ladies and children.

The company has also significantly expanded its market, thanks to the opening of seventeen well located outlets out of which seven of them are found in the capital Addis, and the rest in selected regional towns. The opening of these outlets gives it a unique competitive advantage over its rivals.

Parallel to the product market, the company has also able to manage a good reputation among its inputs suppliers and providers of financial resources.

The share company has a branch plant being established mainly for producing of ready made shoe uppers and shoe for export.

Its average capacity to produce more than 2500 pairs of shoe per day on normal shift basis gives it a competitive advantage over its rivals, and enables it to meet the available demand.

Having been able to produce varies shoe models using its own skilled and experienced designers and production personnel, the company has also the capacity to produce and supply finished shoes and shoes uppers as specification provided by customers of local and export market.

Vision of Anbessa Shoe Share Company

The company's vision is to be a number one producer of high quality leather footwear and leather articles using natural leather, the latest technology and skill of the company's experienced personnel's for both local and export market.

Mission statement

The company's mission is to add value to there livestock resource through processing natural leather in to various leather-footwear, leather-articles and leather-shoe upper that meet the requirements of both local and export market and utilize the revenue derived from it to boost profitability of the organization

which in turn ensures the government its deserved dividend and provide job security for their employees.

1.2. Statement of the Problem

In today's complex and dynamic environment simply producing and selling a product can not ensure to the achievement of desired goals or objectives of the organizations. Due to this fact organizations are expected to prepare favorable marketing strategy for their own success. Markets are always dynamic in nature and are affected by a wide range of environmental, uncontrollable variables (Goef Lancaster 1998:42).

Marketing performance is central to success in today's fast moving competitive markets and measuring marketing's performance is critical to managing it effectively. Quantifying the return on investment from marketing spend is one of the most complex issues facing decision makers. One common method to measure marketing performance is by using market mix models--models that measure the impact of marketing activities, competitive effects, and market environment on sales of a product.

Since its foundation Anbessa shoe Share Company is known for its good reputation derived from specialization in shoe production for more than half a century. However, the company has been surrounded by various internal and external problems which have hidden over all performance. Among this, organizational problems like under utilization of capacity and the existence of absolute and out dated machinery and factory equipment that increase avoidable costs are the major internal problems that should be mentioned outright.

There are other factors which can create problems for Anbessa shoe Share Company to achieve their goals, objective and strategy. This includes increasing raw material costs, rapid change in consumer test, technological advancement, government market policy and competition. More over, the company fails to meet demand in the existing market and fails to undertake adequate marketing research in order to meet customer need and want.

The company faces some problems with respect to the raw material. This is, most of the company's raw materials are bought and imported from abroad using foreign currency. The other one is that there is shortage of raw material that creates problem to the production process. The free market economy policy of the country creates a lot of challenge for the company too because it permits domestic and foreign producers to compete in the market equally. Also now a days, customers are harder to be pleased, they are smarter, more price conscious, more demanding-less forgiving and approached by more competitors with equal or better offers. The company has 17 selling outlets which are founded across the country to distribute its products for the local market but these selling outlets are not enough to serve the entire customer of the country. The company has the capacity to produce and supply finished shoes and shoes uppers as per the specification provided by customers in the export market but this market is now being affected by the world economic recession.

In Ethiopia most people or customers are not in the custom of buying domestic shoe products. Rather they buy products that are imported to the country. The domestic shoe products have the proper standard and some products are even having greater quality than those shoe products that are imported to the country. Anbessa shoe Share Company is one of the companies that have this kind of marketing problem. The company's shoe product does not have that much market when it is compared to other imported shoe products. The main problem is not the quality of the products but the company fell to undertake proper marketing mix models. Even though the company has 7 selling outlets in the city, these selling outlets are not serving well. Furthermore most of the company's selling outlets are not attractive enough to the customers. Even though the company produces some export standard shoes but the customers are not yet aware of these products because of lack of promotional activities.

1.3. Research Questions

The study tries to address the following basic questions.

- ❖ How does the company react to its external and internal environments?
- ❖ What does the company's distribution channel selection and implementation practice look like?
- ❖ What does the company's promotional program look like?

1.4. Objective of the Study

General Objective

This research is aimed to investigate the major factors that affect marketing performance of Anbessa shoe Share Company.

Specific objective

- ❖ To examine (analyze) the company's performance in line with its strength and weakness.
- ❖ To investigate the companies channel selection and implementation practice.
- ❖ To examine the company's promotional program in light with media advertising.

1.5. Significance of the Study

The research helps the student researcher to get more practice and knowledge about how to conduct a research. It gives chance for the student researcher to apply his knowledge in the real world. This research paper helps also the organization to identify its weakness and strength in the sells and in identifying marketing problems of the company and provides specific alternative of action to solve the problem. And also other interested researchers may take this study as a base for detailed and further studies.

1.6. Scope of the Study

This study focuses on the main factors that affect the marketing performance of the company. The study analyzes this from the angle of physical distributions, distribution channel management and promotional strategies. Out of the total users, distributors and retailers, the study is going to include those living in Addis Ababa city only because of cost limitation. The secondary data reviewed between 2006 up to 2008.

1.7. Definition of Terms

Marketing performance- the company performance related to the marketing mix models, which measure the impact of marketing activities (promotion, research and development), competitive effects, and market environment on sales of a product.

SWOT- strength, weakness, opportunity the company has and trait the company faces.

1.8. Research Design and Methodology

1.8.1 Research Design

To achieve the research objectives, the student researcher uses a descriptive data analysis technique.

1.8.2 Population and Sampling Technique

Population: Customers of Anbessa shoe Share Company and Employees of the company was population of the study.

Sample size: For this study purpose, the researcher used a sample size of 201 respondents 150 Of them are customers of the company; a sample of 50 from the company personnel and marketing manager of the company was also included in the sample size.

Sampling technique: The student researcher used non-probability sampling approach, accidental (convenient) sampling technique was used particularly for customers of the company that are convenient elements for the research.

Purposive/judgmental sampling technique was used for employees of the company. This sampling technique helps to identify respondents in the company that have better information. The employees working position was taken as a benchmark to choose a respondents.

1.8.3 Types of Data to be Used

In this study both primary and secondary data is used in order for the research to achieve its set goals. Primary data is going to be collected from customers, employees and managers of the company through questionnaires and interview. Data from the company's management will be obtained through interviews. The secondary data is collected from relevant literature, brochures, websites, and company's records.

1.8.4 Methods of Data Collection

The primary data was collected using questionnaire, observation checklist, and interview checklist. The questionnaires are distributed to the customers and employees of the company. Interview is held with the marketing manager and top management. Moreover, observation was made on by the researcher.

Secondary data was collected by using different relevant literature and documents that exist in the company, sales report of the company previous studies and surveys and books.

1.8.5 Methods of Data Analysis

The collected data was analyzed by using Quantitative and Qualitative data analysis techniques. Descriptive data analysis technique like tabulation and percentage is used to analyze quantitative data. Qualitative data analysis technique is used to analyze the interview response and some open ended questions.

1.9 Organization of the Study

The paper was organized into four chapters. The first chapter deals with introduction of the study it concludes background of the study and statement of the problem. The second chapters devoted to the review of related literature. The third chapter contains Data presentation and analysis were different data was analyzed quantitatively and qualitatively. The fourth chapter contains summary, conclusion and recommendation of the study: Finally questioner and interview questions are attached.

CHAPTER TWO

LITERATURE REVIEW

2.1. Marketing performance measurement

Marketing performance measurement and management (MPM) is a term used by marketing professionals to describe the analysis and improvement of the efficiency and effectiveness of marketing. This is accomplished by focus on the alignment of marketing activities, strategies, and metrics with business goals. It involves the creation a metrics framework to monitor marketing performance, and then develop and utilize marketing dashboards to manage marketing performance. (Gerard, Michael 2008 "The best technology marketers are well versed in MPM" <http://ctstage.sv.publicus.com>).

Performance management is one of the key processes applied to business operations such as manufacturing, logistics, and product development. The goals of performance management are to achieve key outcomes and objectives to optimize individual, group, or organizational performance. MPM however, is more specific. It focuses on measuring, managing, and analyzing marketing performance to maximize effectiveness and optimize the return of investment (ROI) of marketing. (Ament, Leslie. "Marketing Performance Management, 2008)

Marketing effectiveness has four dimensions:

- ❖ Corporate – Each company operates within different bounds. These are determined by their size, their budget and their ability to make organizational change. Within these bounds marketers operate along the five factors described below <http://ctstage.sv.publicus.com>).
- ❖ Competitive – Each company in a category operates within a similar framework as described below. In an ideal world, marketers would have perfect information on how they act as well as how their competitors act. In many industries, competitive marketing information is hard to come by <http://ctstage.sv.publicus.com>).

- ❖ Customers/Consumers – Understanding and taking advantage of how customers make purchasing decisions can help marketers improve their marketing effectiveness. Groups of consumers act in similar ways leading to the need to segment them. Based on these segments, they make choices based on how they value the attributes of a product and the brand, in return for price paid for the product. Consumers build brand value through information. Information is received through many sources, such as, advertising, word-of-mouth and in the (distribution) channel often characterized with the purchase guide. Lastly, consumers consume and make purchase decisions in certain ways (<http://ctstage.sv.publicus.com>).
- ❖ Exogenous Factors – There are many factors outside of our immediate control that can impact the effectiveness of company's marketing activities. These can include the weather, interest rates, government regulations and many others. Understanding the impact of these factors that can have on consumers can help to design programs that can take advantage of these factors or mitigate the risk of these factors if they take place in the middle of the company's marketing campaigns. (Gerard, Michael 2008. "The best technology marketers are well versed in MPM" <http://ctstage.sv.publicus.com>).

There are five factors driving the level of marketing effectiveness that marketers can achieve:

1. **Marketing Strategy** – Improving marketing effectiveness can be achieved by employing a superior marketing strategy. By positioning the product or brand correctly, the product/brand will be more successful in the market than competitors' products/brands. Even with the best strategy, marketers must execute their programs properly to achieve extraordinary results. (Collins, Kimberly (2007). "Marketing Performance Management Improves Accountability
2. **Marketing Creative** – Even without a change in strategy, better creative can improve results.

3. **Marketing Execution** – By improving how marketers go to market, they can achieve significantly greater results without changing their strategy or their creative execution. At the marketing mix level, marketers can improve their execution by making small changes in any or all of the 4-Ps (Product, Price, Place and Promotion) (Marketing) without making changes to the strategic position or the creative execution marketers can improve their effectiveness and deliver increased revenue. At the program level marketers can improve their effectiveness by managing and executing each of their marketing campaigns better. It's commonly known that consistency of a Marketing Creative strategy across various media (e.g. TV, Radio, Print and Online), not just within each individual media message, can amplify and enhance impact of the overall marketing campaign effort. Additional examples would be improving direct mail through a better call-to-action or editing web site content to improve its organic search results, marketers can improve their marketing effectiveness for each type of program. A growing area of interest within (Marketing Strategy) and Execution are the more recent interaction dynamics of traditional marketing (e.g. TV or Events) with online consumer activity (e.g. Social Media). (Collins, Kimberly (2007). "Marketing Performance Management Improves Accountability

4. **Marketing Infrastructure** (also known as Marketing Management) – Improving the business of marketing can lead to significant gains for the company. Management of agencies, budgeting, motivation and coordination of marketing activities can lead to improved competitiveness and improved results. The overall accountability for brand leadership and business results is often reflected in an organization under a title within a (Brand management) department. (Collins, Kimberly (2007). "Marketing Performance Management Improves Accountability

5. **Exogenous Factors** - Generally out of the control of marketers, external or exogenous factors also influence how marketers can improve their results. Taking advantage of seasonality, interests or the regulatory environment can help marketers improve their marketing effectiveness. (Collins, Kimberly (2007). "Marketing Performance Management Improves Accountability". www.gartner.com)

Marketing mix is one of the major concepts in the modern marketing. It is defined as: "The set of controllable marketing variables that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything that firm can do to influence the demand for its products. The many possibilities can be collected in to Four groups of variables known as the four p's **product, price, place and promotion** the idea of the four p's was first discussed by McCarty several decades ago." (Kotler Philip and Gray Armstrong, 1996: 45)

In the above definitions indicate that the elements of marketing mix are controllable factors because they are under strict control of the marketing department in the organization and are used to influence the target market and reach consumers. The elements of marketing mix are discussed broadly in the next sections.

2.2. Place (distribution) Strategy

2.2.1. Concepts of Distribution

In defining distribution, we have to deal with two aspects, the first of which is the organizational aspect, which is concerned with how and through what channels we should distribute. The second aspect is the operations aspect of distribution or the physical distribution. Even before a product is ready for market, management should determine what methods and routes would be used to get the product to final consumers (Carl Mc Daniel, marketing 1982: 445).

2.2.2. Middlemen and Channel Distribution

Middlemen: - firms say to middle men perform some of the activities on behalf of the producer or consumer. (Kotler, Philip and Gray Armstrong 1996: 390.)

Distribution channel: - a set of interdependent organizations involved in the process of making a product or service available for use or consumption by the consumer or business user. (Kotler, Philip and Gray Armstrong 1996: 390.)

Functions of distribution channels

Some of the functions conducted by members of the distribution channel are: information, promotion, contact, matching, negotiation, physical distribution, financing and risk taking. (Kotler, Philip and Gray Armstrong 1996: 390.)

2.2.3. Channel Management Decisions

Meaning of Channels of Distribution

A channel of distribution or trade channel is the path or route along which goods move from producers to ultimate consumers. It is a distribution network through which a producer puts his products in the hands of actual users. A trade or marketing channel consists of the producer, consumers or users and the various middlemen who intervene between the two. The channel serves as a connecting link between the producer and consumers. By bridging the gap between the point of production and the point of consumption, a channel creates time, place and possession utilities. A channel of distribution represents three types of flows:

- a. Goods flow from producer to consumers;
- b. Cash flow from consumers to producer as payment for goods; and
- c. Marketing information flows in both directions, from producers to consumers in the form of information on new products, new uses of existing products, etc. The flow of information from consumers to producers is the feedback of the wants, suggestions, complaints, etc.

2.2.4. KINDS OF DISTRIBUTION CHANNELS

Every manufacturer or producer requires a channel that can distribute his product to the right customers at the right time and at the right cost. It consists of all the middlemen which participate in the distribution of goods and which serve as a link between the manufacturer and the consumer.

1. Manufacturer _ Customer: This is also known as direct selling because no Middle men are involved. A producer may sell directly through his own retail stores. This is the simplest and the shortest channel. It is fast and economical. Small producers and producers of perishable commodities also sell directly to the local consumers. Big firms adopt direct selling in order to cut distribution cost and because they have sufficient facilities to sell directly to the consumers. The producer himself performs all the marketing activities.

2. Manufacturer _ Retailer _ Customer: This is one stage distribution channel having one middleman, i.e., retailer. In this channel, the producer sells to big retailers like departmental stores and chain stores who in turn sell to customer. This channel is very popular in the distribution of consumer durables such as refrigerators, T V sets, washing machines, typewriters, etc. This channel of distribution is very popular these days because of emergence of departmental stores, super markets and other big retail stores. The retailers purchase in large quantities from the producer and perform certain marketing activities in order to sell the product to the ultimate consumers.

3. Manufacturer _ Wholesaler _ Retailer _ Customer: This is the traditional channel of distribution. There are two middlemen in this channel of distribution, namely, wholesaler and retailer. This channel is most suitable for the products with widely scattered market. It is used in the distribution of consumer products like groceries, drugs, cosmetics, etc. It is quite suitable for small scale producers whose product line is narrow and who require the expert services and promotional support of wholesalers.

2.2.5. Choice of Channel of Distribution

While selecting a distribution channel, the producer should compare the costs, sales volume and profits expected from alternative channels of distribution. In order to select the right channel for distributing his product, a small-scale manufacturer should keep in mind the following considerations.

1. Market Considerations: The nature of the market is a key factor influencing the choice of channels of distribution. The following features of the market should be considered to determine the channels:

- a. **Consumer or industrial market:** If the product is meant for industrial users, the channel of distribution will be a short one. This is because industrial users buy in a large quantity and the producer can easily establish a direct contact with them. But in case for goods meant for consumers, retailers may have to be included in the channels of distribution.
- b. **Number and location of buyers:** When the number of potential customers is small or the market is geographically located in a limited area, direct selling is easy and economical. In case of large number of customers, use of wholesalers and retailers becomes necessary.
- c. **Size of order:** Direct selling is convenient and economical where customers place order in big lots as in case of industrial goods. But where the product is sold in small quantities, middlemen are used to distribute such products. A manufacturer may use different channels for different types of buyers. He may sell directly to big retail stores and may use wholesalers to sell to small retailers.
- d. **Customers buying habits:** The customer buying habits like the time he is willing to spend, the desire for credit, the preference of personal

attention and one stop shopping significantly affect the choice of distribution channels.

2. Product Considerations: The type and nature of the product influence the number and type of middlemen to be chosen for distributing the product. The important factors with respect to the product are as follows:

- a. **Unit value:** Products of low unit value and common use are generally sold through middle men, as they cannot bear the cost of direct selling. On the other hand, expensive consumer goods and industrial products are sold directly by the producers.
- b. **Perish ability:** Perishable products like vegetables, fruits and bakery items have relatively short channels, as they cannot withstand repeated handling. Goods, which are subject to frequent changes in fashion and style, are generally distributed through short channels, as the producer has to maintain close and continuous touch with the market.
- c. **Bulk and weight:** Heavy and bulky products are distributed directly to minimize handling costs. Coal, bricks, stones, etc., are some examples.
- d. **Standardization:** Custom-made and non-standardized products usually pass through short channels due to the need for direct contact between the producer and the consumers. Standardized and mass-made goods can be distributed through middlemen.
- e. **Technical nature:** Industrial products requiring demonstration, installation and after sale service is often sold directly. The consumer products of technical nature are generally sold through retailers.
- f. **Product line:** An entrepreneur producing a wide range of products may find it economical to set up its own retail outlets. On the other hand, firms with one or two products find it profitable to distribute through wholesalers and retailers.
- g. **Age of the product:** A new product needs greater promotional effort and few middle men may like to handle it. As the product gains acceptance in the market, more middlemen may be employed for its distribution.

3. Middlemen Considerations: The cost and efficiency of distribution depend largely upon the nature and type of middlemen as given in the following factors:

- a. **Availability:** When middlemen as desired are not available, an entrepreneur may have to establish his own distribution network. Non-availability of middlemen may arise when they are handling competitive products, as they do not like to handle more brands.
- b. **Attitudes:** Middlemen who do not like a firm's marketing policies may refuse to handle its products. For instance, some wholesalers and retailers demand sole selling rights or a guarantee against fall in prices.
- c. **Services:** Use of those middlemen is profitable who provide financing, storage, promotion and after sale services.
- d. **Sale Potential:** A producer generally prefers a dealer who offers the greatest potential volume of sales.
- e. **Costs:** Choice of a channel should be made after comparing the costs of distribution through alternative channels.

2.2.6. Selecting Channel Members

After deciding the number of middlemen, the producer has to select the particular dealers through whom he will distribute his products. When selecting intermediaries, the company should determine what characteristics distinguish the better ones. It will want to evaluate the channels member's years in business, other lines carried, growth and profit record, cooperativeness, and reputation. If the intermediaries are sales agents, the company will want to evaluate the number and character of other lines carried, and the size and quality of the sales force.

While selecting a particular wholesaler or retailer, the following factors should be taken into consideration:

- a. Location of dealer's business premises;
- b. Financial position and credit standing of the dealer;

- c. Knowledge and experience of the dealer;
- d. Storage and showroom facilities of the dealer;
- e. Ability of the dealer to secure adequate business and to cover the market;
- f. Capacity of the dealer to provide after sale service;
- g. General reputation of the dealer and his sales force;
- h. Willingness of the dealer to handle the producer's products;
- I. Degree of co-operation and promotion service he is willing to provide;
- i. Nature of other products, if any handled by the dealer.

2.2.7. Motivating Channel Members.

One selected, channel members must be continuously motivated to do their best. The company must sell not only through the intermediaries, but to them. Most producers see the problem as finding ways to gain intermediary cooperation. More advanced companies try to forge long terms partnership with their distributors. This involves building a planned, professionally managed, vertical marketing system that meets the needs of both the manufactures and the distributors.

2.2.8. Evaluating Channel Members

The producer must regularly check each channel member's performance against standards such as sales quotas average inventory levels, customer delivery time, treatment damaged and lost goods, cooperation's in company promotion and training programs, and services to the customer. The company should recognize and reward intermediaries who are performing well. Those who are performing poorly should be helped or as a lost resort, replaced. A company may periodically "Prequalify" its intermediaries and prune the weaker one. (Kotler, Philip and Gray Armstrong 1996: 408).

2.3. Promotion Strategy

2.3.1. An overview of promotion

Promotion is any form of communication used to Inform, persuade, and/or remind people about organizations or individual's goods, service, image, ideas, community involvement, or impact on society. (Joel Evan R. and Berry Berman, 1997: 454).

2.3.2. Advertising

The many forms of advertising contribute uniquely to the overall promotion mix. It can reach masses of geographically dispersed buyers at a low cost per exposure. Advertising enables the seller to repeat a message many times, and it lets the buyer receive and compare the messages of various competitors. Because of advertising's public nature, consumers tend to view advertised products as standard & legitimate –buyers know that purchasing advertised products will be understood and accepted publicly. (Kotler, Philip and Gray Armstrong 1996: 471).

2.3.3. Personal selling

Personal selling is defined by Berkowitz Eric (1991 : 400) as “the two way flow of communication between a buyer and a seller, often in a face-to face encounter, designed to influence a person's or group's purchase decisions”

2.3.4. Sales promotion

Sales promotion includes a wide assortment of tools coupon, contests, and cents off deals, premiums, and others all of which have many unique qualities. They attract consumer attention and provide information that may lead to a purchase. They offer strong incentives to purchase by providing inducements or contributions that give additional value to consumers. And sales promotions invite and reward quick response. (Kotler, Philip and Gray Armstrong 1996: 472).

2.3.5. Public relation and publicity

Public relation offer several unique qualities. It is very believable. New stories, features and events seem more real and believable to readers than ads do. Public relation also can reach many prospects who avoid sales people and advertisement the messages gets to the buyers as “news” rather than as a sales directed communication. And, like advertising, public relations can dramatize a company or product (Kotler Philip and Gray Armstrong 1996: 472).

Publicity is the delivery of information to the news media in the hope that it will be judged new worthy and therefore mentioned editorials at no charge. It is wise to be alter the possibility of confusion (Michaels J. Backer Macmillan dictionary of marketing & advertising 1998: 221).

2.4 The Role of SWOT Analysis for Marketing Performance

SWOT Analysis, is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. (ManyWorlds.com: Don't do SWOT: A Note on Marketing Planning 2009).

The aim of any SWOT analysis is to identify the key internal and external factors that are important to achieving the objective. SWOT analysis groups key pieces of information into two main categories:

Internal factors – The strengths and weaknesses internal to the organization.

External factors – The opportunities and threats presented by the external environment.

2.4.1 The Internal Factors

The Internal factors may be viewed as strengths or weaknesses depending upon their impact on the organization's objectives. What may represent strengths with respect to one objective may be weaknesses for another objective. The factors may include all of the 4P's; as well as personnel, finance,

manufacturing capabilities, and so on. (ManyWorlds.com: Don't do SWOT: A Note on Marketing Planning 2009).

2.4.2 The External Factors

The external factors may include macroeconomic matters, technological change, legislation, and socio-cultural changes, as well as changes in the marketplace or competitive position. The results are often presented in the form of a matrix. SWOT analysis is just one method of categorization and has its own weaknesses. For example, it may tend to persuade companies to compile lists rather than think about what is actually important in achieving objectives. It also presents the resulting lists uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats. It is prudent not to eliminate too quickly any candidate SWOT entry. The importance of individual SWOTs will be revealed by the value of the strategies it generates. A SWOT item that produces valuable strategies is important. A SWOT item that generates no strategies is not important.

In competitor analysis, marketers build detailed profiles of each competitor in the market, focusing especially on their relative competitive strengths and weaknesses using SWOT analysis. Marketing managers will examine each competitor's cost structure, sources of profits, resources and competencies, competitive positioning and product differentiation, degree of vertical integration, historical responses to industry developments, and other factors. Marketing management often finds it necessary to invest in research to collect the data required to perform accurate marketing analysis. As such, they often conduct market research to obtain this information. (ManyWorlds.com: Don't do SWOT: A Note on Marketing Planning 2009).

If SWOT analysis does not start with defining a desired end state or objective, it runs the risk of being useless. A SWOT analysis may be incorporated into the strategic planning model.

Strengths: attributes of the organization those are helpful to achieving the objective.

Weaknesses: attributes of the organization those are harmful to achieving the objective.

Opportunities: external conditions those are helpful to achieving the objective.

Threats: external conditions those are harmful to achieving the objective.

Identification of SWOTs is essential because subsequent steps in the process of planning for achievement of the selected objective may be derived from the SWOTs. First, the decision makers have to determine whether the objective is attainable, given the SWOTs. If the objective is NOT attainable a different objective must be selected and the process repeated. (ManyWorlds.com: Don't do SWOT: A Note on Marketing Planning 2009).

Conducting a SWOT analysis before defining and agreeing upon an objective (a desired end state) SWOTs should not exist in the abstract. They can exist only with reference to an objective. If the desired end state is not openly defined and agreed upon, the participants may have different end states in mind and the results will be ineffective.

Opportunities external to the company are often confused with strengths internal to the company. They should be kept separate.

SWOTs are sometimes confused with possible strategies. SWOTs are descriptions of conditions, while possible strategies define actions. This error is made especially with reference to opportunity analysis. To avoid this error, it may be useful to think of opportunities as "favorable conditions". (Hill, T. & R. Westbrook (1997). "SWOT Analysis: It's Time for a Product Recall". Long Range Planning 30 (1): 46-52.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND PRESENTATION

In this part of the research paper, data which were collected from sample respondents and interview results are presented, analyzed and interpreted. The data's have been collected and then processed in response to the problems posed in the first chapter of this study.

The data were obtained through questionnaires and interview. The questionnaires were distributed to Anbessa shoe customers and employees while the interview was held with Anbessa shoes factory marketing manager.

Among the company's customers who are found with in the specified sales outlet 150 customers and 50 employees from the company were selected as sample respondents. A total of 200 copies questionnaires were initially distributed to private users and employees of the Anbessa shoe share company in Addis Ababa. However, 195 questionnaires were successfully responded and collected. The rate of return for the questionnaires was 195 (97.5%).

The questions asked are closed ended with few open ended questions. The open ended questions are used to gather respondents' opinions which provides in depth understanding of the issue of the study. Both the questionnaire and interview questions are attach in appendix I and II of the research paper.

3.1 General characteristics of respondents

Table 3.1. Below shows that, the general characteristics of respondents which sex distribution, age distribution, education level and years of service for the employees of the company.

Table 3.1, General characteristics of respondents

Item	General character	No. of employee and customer respondents	percentage
1	Gender		
	Male	117	60%
	Female	78	40%
	Total	195	100%
2	Age		
	18-27	41	21.02%
	28-37	65	33.33%
	38-47	80	41.02%
	48-57	5	2.56%
	58 and above	4	2.05%
	Total	195	100%
3	Educational background		
	Under 12 th grade	34	17.44%
	12 th complete	45	23.07%
	Diploma	60	30.76%
	Degree	52	26.66%
	Above degree	9	4.61%
	Total	195	100%
4	Years of service of the employees		
	< 1	3	6%
	1-3	13	26%
	4-6	15	30%
	7-8	7	14%
	>9	12	24%
	Total	50	100%

As can be seen in table 3-1 above 117(60%) of the respondents were male and 78 (40%) of them were female. While 41.02 % of respondents fall in the age

range of 38-47 years who accounts 39 are male and 41 are female on the other hand, the age group of above 58 years indicates that 2.05% of respondents are male (1) and female (3).

The above table shows, the majority of sample customers who accounts 29.65% of the total sample are having diploma. On the other hand, 20% of them hold first degree, and the rest of the customer respondents 23.45% are under 12th complete.

When we come to the year of service for the employees of the company, the majority 30% of them are between the years 4-6, 24% of them have experience of greater than 9 years and 6% of them have experience of less than 1 year. So we can say that the employees are experienced enough to know the strength and weakness of the company.

❖ ***Distribution Strategy***

Anbessa Shoe Share Company distributes its product through its own retail outlets. The company owns around 17 sales outlets through out the country, seven of them are found in the capital Addis, and the rest in selected regional towns.(from company's publications)

❖ ***Promotion Strategy***

The promotion mix of Anbessa includes Advertisement on Television, Radio, and Newspaper.

The relevant areas that the marketing division assesses before undertaking promotional activities include cost of promotion in relation to the benefit, relations of occasions to shoe industry, and range of customers to be addressed.

The promotional budget had never been fully utilized by the company due to failure to conduct the company's promotional mix as per schedules and failure to include continuous advertisement on different media in the promotion mix.

This research study tries to investigate the marketing performance of the shoe company in terms of the company's promotional program and the physical distribution. This is presented from the viewpoint of the shoe company's employees, customers and also from the company's management. Accordingly various questions were posed to sample respondents mainly related to the advertisement and, the physical distribution of the company products. Thus, in this section response from customers, employees and company management are presented, analyzed and interpreted as follows.

3.2 Analysis of the findings of the study

3.2.1 Analysis of Response From Employees of the Company

A. promotional Analysis

Opinions collected from employees of the company regarding promotional program are summarized in the following tables.

Table 3.2, Employees response regarding the promotional program of the company

Item	Description	Respondents	
		No.	%
1	Do you think the company is doing enough in its promotional activity in order to advertise its' Shoe Products? <ul style="list-style-type: none"> • Yes • No 	18	36%
		32	64%
	Total	50	100%
2	Evaluation of the promotional practices of ASSC in terms of creating a good image in the mind of the customer. <ul style="list-style-type: none"> • very good • good • neutral • poor • very poor 	5	10%
		15	30%
		6	12%
		20	40%
		4	8%
	Total	50	100%
3	In your opinion what is the right way to advertise the company's product? (You can choose more than once). <ul style="list-style-type: none"> • Television • Magazine • Radio • newspaper • other 	15	20%
		13	17.33%
		25	33.33%
		2	2.66%
		20	26.66%
	Total	75	100%

The above table shows that the response regarding the promotional program of the company. According to the response from the employees 36% of them think that the company is doing enough promotional activity, but the remaining 64% of employee respondents think that the company is not doing enough promotional activity. So the company has to advertise its shoe products more in different media.

The employee's response to the question whether the company's advertisement is creating good image in the mind of the customers is that, 40% and 8% of the respondents rated the promotional practice of ASSC's as poor and very poor respectively while 30% agreed that the promotion is good and 10 % says its very good. From this we can deduce that the company is doing some promotional activity that creates good image to the company but this promotional program is not enough.

The employee's response to the question which media is more appropriate to advertise the company's shoe products is that, 20% of the respondents says television is the best way to advertise, 33.33% says radio is the best way, 17.66% says the company has to advertise by using magazine, the remaining says that the company has to use other methods of advertisement like billboard. In the above questions 25 respondents chooses more than ones. From the above response the company has to use radio and billboard as major tool and also the company has to advertise by using television and magazine.

B. Place (Distribution) Analysis

Questions in relation to distribution were developed in the questionnaire to investigate the magnitude of distribution problem for ASSC's products.

Table 3.3, Employee's Response towards company's selling outlets

Do you think the company's selling outlet is enough to distribute the company's products to its customers?	Response	Percentage
RANK		
• Very good	9	18%
• Good	10	20%
• Neutral	3	6%
• Poor	23	46%
• Very poor	5	10%
Total	50	100%

As you can see from the above table 56% think that the selling outlets of the company is not enough to distribute the company's product , only 38 % of the employees think that the selling outlets are enough. So we can say that the company has to open new selling outlets to distribute its shoe products to the customers.

A. General questions about the company, its products and the customers

Table3.4 Employee's response regarding the company's strength that gives Competitive Advantage

In your opinion what is the company's strength gives competitive advantage (you can choose more than once).		
	Response	frequency
Its name	25	35.71%
Having many skilled man power	10	14.28%
Having loyal customers	15	21.42%
Because it uses pure leather	20	28.57%
Total	70	

As shown in the above table the employees' response regarding these question, 35.71% of them think the company name as the company main strength which gives its competitive advantage, 14.28% of the employees on the other hand think that the company's many skilled man power gives its core competitive advantage, 21.42% of them think the loyal customers that the company have leads it to the competitive advantage and 28.57% of the employees think that the company using pure leather for its products has big role in giving the company a competitive advantage. In the above response 20 employee respondents chooses more than ones. The above analysis implies that the shoe

company is using its name as a major competitive advantage, using of pure leather in production also helps the company to have better competitive advantage.

Table 3.5 Employee's response about the customer's satisfaction

Do you think the customer is well satisfied with the product of Anbessa shoe?	Response	Percentage
Yes	18	36%
NO	32	64%
Total	50	100%
What should the company have to do to satisfy its customers more? (You can choose more than ones).	Response	Percentage
Has to make new products	20	40%
change the design of the current product	12	24%
open other selling outlet	17	34%
other	3	6%
Total	75	

ASSC's employees are reflecting their opinions in relation to the customer satisfaction. Accordingly out of 50 employees 32(64%) of them think that the customer is not satisfied with the current company's product. only 18(36%) think the customer is satisfied with the company's product.

As can be seen from the above table the response to the question to "what should the company have to do to satisfy its customers" 40% of the respondents think that the company have to make new products, 46% of them think that the company have to advertise more to have good perception in the mind of the customer, 24% responds that the company have to change the design of the current product, while other think that 34% the customer will be satisfied if the company opens other selling outlets.

Note: -During the questioner one employee is allowed to choose more than one choices.

3.2.2 Analysis of Response From Customers of the Company

Table 3.6 General Analysis of the Customers

Item	General character	No. of customer respondents	percentage
1	Occupation <ul style="list-style-type: none"> • Merchant • Government employee • Student • Daily laborer worker • other 	56 65 17 6 1	38.62% 44.82% 11.72% 4.13% 0.68%
	Total	145	100%
2	For what purpose are you buying the company shoe products? <ul style="list-style-type: none"> • Private users (final consumers) • Merchants (wholesalers & Retailers) 	117 28	80.68 19.31%
	Total	145	100%
3	For how many years did you use the company's shoe products? <ul style="list-style-type: none"> • < 1 • 1-3 • 4-6 • 7-9 • >9 	2 31 55 17 40	1.37% 21.37% 51.72% 11.72% 27.75%
	Total	145	100%

From the above table we can understand that out of the total respondents of 145, 44.82% were government employee, 38.62 % were merchants, and 11.72% were students. Furthermore the majority (i.e. 80.68 percent) of respondents said that, they are final consumers of company's product. That is they are private users, who bought products for household consumption where as the

remaining 19.31% of them are wholesalers and retailers who have taken company's products to result for final users. This implies that most of the company's customers are buying the products for their own use rather than for sell.

From the above table we can see that 51.72% of the company customers have used the company's shoe products for 4-6 years, 27.75% of them have used the company's shoe for more than nine years, also 21.37% of the company's customers have used the products 1-3 years, 11.72% of the customers have used the shoe products 7- 9 years the rest have used the shoe products less than one year. This implies that most of the company's customers are loyal customers and the company has to do some advertisement to attract new customers.

Table 3.7 customer's response to the quality of the products offered by the company

How do you rate the quality of the products offered by the company?	Response	Percentage
RANK		
• Very high	39	26.89%
• High	56	38.62%
• medium	26	17.93%
• low	20	13.79%
• Very low	4	2.75%
Total	145	100%

The response from the respondents from the above table shows that 38.62% of the respondents think that the quality of the company's shoe products is high, 26.89% of them say very high quality, 13.79% say low quality, and 17.93% say medium quality and the rest say very low quality of shoe product is offered by

the company to the customer. Most of the company's customers think that the company is offering good quality of shoe products to its customers but small percent of the customers feel that the quality is low so, the company has to know the defects of its shoe products and try to improve it.

Promotional Analysis

As it is known that, promotion is one element of marketing mix strategy, which enhances awareness of customers towards company's products. The researcher is tried to collect, present, analyze and interpret data as it is shown below.

Table 3.8 customers' response about the attractiveness of the selling outlets

Are the company's selling outlets are attractive enough to the customer?	Response	Percentage
RANK		
• Very good	25	17.24%
• Good	39	26.89%
• Neutral	15	10.34%
• Poor	56	38.62%
• Very poor	10	6.89%
Total	145	100%

From the above table we can see that out of 145 respondents (64) of them that is (44.13%) responded that the selling outlets are either good or very good in order to attract the customer, 66 (45.51%) of the respondents think that the selling outlets are either poor or very poor in attracting a customer, 15(10.34%) of the respondents were neutral. So the company has to make some adjustment to increase the attractiveness of the selling outlet to the customers.

Table 3.9 customer's response regarding the advertisements of the company

Have you ever heard or see any advertisement of the company in the media?	Response	Percentage
• Yes	52	35%
• No	93	64.13%
Total	145	100%
At which media did you see or hear the advertisement of the company? (You can choose more than once).	Response	Percentage
Media		
• Through television	32	61.53%
• Radio	20	38.47%
• Magazine	-	-
• news paper	-	-
• other	-	-
Total	52	100%

Out of 145 respondents 52 (35%) of them have seen or hear the advertisement of the company.

As can be understood from the above table, 32 (61.53%) of the respondents witnessed that they saw the company's product promoted on television. While 20 (38.57%) of the respondent hear the company advertisement through radio.

The response from the table shows that the company is not using other methods of advertisement like newspaper and magazine to advertise its shoe products and it is better to use them together with electronic media.

Table 3.10 Customer's response about company's advertisement in creating good image

How do you assess the Anbessa shoe company advertisement method in creating good image about its shoe products?	Response	Percentage
RANK		
• Very good	5	9.61%
• Good	8	15.38%
• Fair	10	19.23%
• Poor	13	25%
• Very poor	16	30.7%
Total	52	100%

It is shown in the above table that more than half of the respondents 55.7% think that the companies advertisement in creating image in the mind of its customers is poor, 30.7% think that it is very poor, 9.61% say it is very good and 15.38 % say good the rest 19.23% say the advertisement of the company is fair. The response implies that the company's advertisement is not good enough in creating good image about the company and its shoe products, so the company has to do better advertisement

Table 3.11 Customer’s opinion about the right way to advertise the company’s products

In your opinion what is the right way to advertise the company’s product? (You can choose more than once).	Response	Percentage
Media		
• Television	95	40.77%
• Radio	78	33.47%
• Magazine	23	9.87%
• Newspaper	15	6.44%
• Other(poster, bazaar)	22	9.44%
Total	233	100%

For the question raised in search of which promotional media is better to convince more customers, 40.77% of the respondents in this sample group indicate advertisement through television, and 33.47% of the response indicate advertisement on radio, but 9.44% of response indicate advertisement on, the rest suggest that the company has to use newspaper 6.44% and poster and bazaar 9.44%. This implies that the company has to use electronic media together with other methods to advertise the company’s shoe product.

Distribution Analysis

One of the inquiries regarding distribution raised to the customers is about general comment about the availability of the products nearer to the customer, in other shop and the customers’ viewpoint regarding the selling outlets potential to serve the customers. The company does not use retailers as well as distributors which were witnessed by 100% of the responses from this sample group.

Table 3.12 Availability of the company's products to the customers

Do you find the company's products nearer to you?	Response	Percentage
• Yes	67	46.20%
• No	78	53.79%
Total	145	100%

As the above table indicates that out of 145 respondents of the customers 46.20% of them find the company's products nearer to them, but 53.79% of the respondents can't get the company's shoe products easily. This implies that the company has open new selling outlets that are convenient enough to the customers.

Table 3.13 Availability of the company's shoe products other than its shop

Do you find the company's shoe products other than its own shop?	Response	Percentage
• Yes	0	0
• No	145	100%
Total	145	100%

The above table indicates that from 145 respondents of the customers none of them did find the company's product other than the company's selling outlets. This shows that the company is using its own selling outlets only to distribute its shoe products and they are not using other distributors or retailers to distribute the shoe products. It is better to use other distributors in order to find potential customers that are far from the company's shops.

Table 3.14 The Company's selling outlet adequacy to serve its customers

To what extent do you think the company's selling outlets are adequate to serve its customers?	Response	Percentage
RANK		
• Very high	17	11.72
• High	23	15.86%
• medium	11	7.58%
• low	67	46.20%
• Very low	27	18.62%
Total	145	100%

Customers were asked the extent to which the selling outlets are adequate enough to serve them we can see from the above table is that from the total respondents 27.58% rated high or very high, 7.58% rated medium, 64.82% rated low, and 18.62% rated very low. This implies that most of the customer's respondents' does not think the company's selling outlets are adequate enough to serve them so the company has to make some adjustment like opening new shops in new locations.

3.3 Employee's response to the open ended questions

In addition to quantitative data gathered, the student researcher has raised several open ended questions to clarify some issues and to include any idea that help the shoe company to improve its marketing performance.

Most of the employees suggest that the company has to increase the number of its selling outlets and other suggests that the company has to use other distribution channels to distribute its products. The employee also comment on the advertisement program of the company and suggest that the company has to advertise heavily by using different kind advertising mediums like television, radio, billboard advertisement.

Some of the employees suggested that the company has to offer export standard shoe products to the domestic market and this may help to improve the marketing performance of the company. Most of the open ended questions distributed to the customers are not filled properly so it is not possible to analyze.

3.5 Analysis of the Interview questions

This interview questions were held with the marketing manager of the company

1. What are the major problems that your company is facing at the moment?
 - ❖ The major problems faced by the company include shortage of raw materials. This is because most of the company's raw materials are bought and imported from abroad using foreign currency.
 - ❖ The free market economic policy of the country create a lot of challenge for the company this is because the company is know competing with foreign producers that sell their products in the country.
2. What type of promotional strategy your company implements?
 - ❖ The company implements advertising through television and radio.
3. How do you measure the effectiveness of your promotional program?
 - ❖ The effectiveness of our promotional program is not easy to measure but it can be measured by the feedback we get from our customers like comments and suggestions.
4. Is there any important opportunity that the company is using at the moment?
 - ❖ The main opportunity the company using at this time is that of tax free exporting of the company's shoe products, parallel to this the company has able to manage a good reputation among its inputs suppliers and providers of financial resources.
5. What kind of distribution practice does your company implement?
 - ❖ The company distributes its shoe products by using 17 of its own selling outlets through out the country
6. What is the strong side of your company that gives competitive advantage?
 - ❖ The long year of specialization in the shoe sector is the main competitive advantage to the company also the loyal customers of the company can be mentioned as the competitive advantage for the shoe company.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1. Summary of Findings

The major finding arising out of the survey as analyzed in chapter three are summarized as follows.

- ❖ Regarding the personal information about the respondents were categorized on gender, age, education level, work experience in the company are summarized below. The gender of the respondents, the number of male respondents was 60% and that of the female respondents were 40%. 41.02% of the respondents are found within the age of 38-47; out of the total respondents that are both the employees and the customers 57.42% have a diplomas or degree. Concerning their work experience for the employees 68% have experience of working for the company at least four years.
- ❖ From the total respondents of the customers 44.82% were government employee, 38.62 % were merchants, and 11.72% were students. 80.68% of the respondents were the final user of the shoe products. Only 19.31% of the respondents purchase for sell.
- ❖ With regard to customer experience 51.72% of the respondents used the company's shoe products 4-6 years, 27.75% of the customers have used the company's products more than 9 years most of the respondents used the company's shoe products at least 2 years.
- ❖ According to the employees' response regarding the company strength that gives competitive advantage, 35.71% of them thinks that the company name as the main strength that gives its competitive advantage, 14.28% of the employees in the other hand thinks the company's many skilled man power gives its core competitive advantage, 21.42% of them thinks the loyal customers that the company have leads

it to the competitive advantage and 28.57% of the employees think that the company using pure leather for its products has big role in giving the company a competitive advantage. In the questioner one employee respondent is allowed to choose more than once.

- ❖ In relation to the promotional activity of the company, 55.7% of employee respondents feel that the company is not doing enough promotional activity. Also 30.7%% of the employee respondents feel that the promotion practice is very poor and 25% say poor in creating good image in the mind of the customers. In relation to this 53.33% of the employee respondents say the company has to use television or radio to advertise its shoe products. 17.33% of the employee respondents say that it is better to the company to advertise its shoe products using magazine.
- ❖ Regarding the satisfaction of the customer, 64% of the employee respondents say that the customer is not satisfied with the company shoe products 36% of the employee respondents says that the customer is satisfied with the company's products.
- ❖ In relation to the attractiveness of the selling outlets, 45.51% of the customer respondents think that the selling outlets are either poor or very poor in attracting a customer. Furthermore 64.82% of the respondents of customers say that the company's selling outlets are not adequate enough to serve the customers.
- ❖ According to data analyzed, 64.13% of the customer respondents did not watch or hear the advertisement of the company in any media. In relation to this 61.53% of the customer respondents say the company have to use television in order to advertise its shoe products, 38.47% says it is better to advertise through radio.
- ❖ In relation to convenience of the selling outlets 53.79% employee respondents says the selling outlets are not convenient enough. Also

46.20% of employee respondents says medium to the adequacy of the selling outlets. Furthermore 46% of the employees respondents feel that the company's selling outlets are not enough to serve the customers.

- ❖ According to the availability of the company's products to the customers, 53.79% of the customer's respondents say that the company's products are not easy to find, in addition to this 100% of the customer respondents says that they could not find the company shoe products in other shops other than the selling outlet.

4.2. Conclusion

Even though Anbessa shoe shares company (ASSC) is among pioneers of shoe producing company in Ethiopia, it is not making use of the opportunity to catch up other potential customers by producing and distributing new products.

- Though the company has seven selling outlets in Addis Ababa they are not enough to serve the entire customers.
- The selling outlets are not attractive enough to the customers.
- The company is not using other distribution channels because none of the respondents from the research could find the company's products in other shops or retailers.
- The company is not doing well advertisement to reach to the prospects and the customer of the company.
- According to the research findings the advertisement of the company is not creating good image in the mind of the customer.
- The company is mainly dependant on its loyal customers only.

- Though the company is offering some quality products, the general public is not yet aware of these products because of lack of advertisement.

4.3 Recommendation

Based on the conclusions, the researcher give some recommendation that help to increase the marketing performance of Anbessa shoe share company. These are:

- ✓ ASSC should revise the current selling outlets locations and add other new locations by more emphasizing on customer convenience. The company could open new shops in every sub city.
- ✓ The company has to make the existing selling outlets attractive enough and more appealing. The company could make the selling outlet more colorful and wider.
- ✓ The company has to use other methods of distribution like using wholesalers and retailers in order to reach Customers that are not close to the company's selling outlet.
- ✓ In order to increase the current customers as well as the potential customers' knowledge and awareness about the company and the company's product, ASSC should intensively promote or advertise about the company's products. The company has to advertise its products through television and radio also on different magazines.
- ✓ The company has to do public relation activities in order to create good image in the minds of the customers and also in the mind of the general public. This can be done by sponsoring different activities. Like sponsoring football festivals and the like.
- ✓ The company should deliver information to the news media because it is more believable than advertisement. This serves as publicity for the company.
- ✓ So as to increase the marketing performance of the company, the company has to offer some shoe models that are being offered to export market to the domestic market too.