

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

**AN ASSESSMENT OF CUSTOMER RELATION  
MANAGEMENT PRACTICE: THE CASE OF  
ETHIOPIAN POSTAL SERVICE ENTERPRISE  
(EPSE)**

**BY:  
TIGIST AYICHEW**

**JUNE, 2014  
ST. MARY'S UNIVERSITY  
ADDIS ABABA**

**AN ASSESSMENT OF CUSTOMER RELATION  
MANAGEMENT PRACTICE: THE CASE OF ETHIOPIAN  
POSTAL SERVICE ENTERPRISE (EPSE)**

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

**IN PARTIAL FULFILMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF BACHELOR OF ART IN  
MARKETING MANAGEMENT**

**BY:  
TIGIST AYICHEW**

**JUNE, 2014  
ST. MARY'S UNIVERSITY  
ADDIS ABABA**

**ST. MARY'S UNIVERSITY**

**AN ASSESSMENT OF CUSTOMER RELATION  
MANAGEMENT PRACTICE: THE CASE OF ETHIOPIAN  
POSTAL SERVICE ENTERPRISE (EPSE)**

**BY:  
TIGIST AYICHEW**

**Approved by the committee of examiners**

\_\_\_\_\_  
Department Head

\_\_\_\_\_  
signature

\_\_\_\_\_  
Advisor

\_\_\_\_\_  
signature

\_\_\_\_\_  
Internal examiner

\_\_\_\_\_  
signature

\_\_\_\_\_  
External examiner

\_\_\_\_\_  
signature

## **ACKNOWLEDGEMENT**

*Primarily I would like to express my gratitude to my Lord Jesus Christ for His help in all my life. Then I would like to send my gratitude to my beloved husband, Abera Demissie who I can't thank enough for his love and support and to my father Ayichew Taye who were beside me in every step of the way encouraged and supported me.*

*I would like to express my heart full thanks to my adviser w/rt Meaza G/medhin, for her valuable comments, suggestions, whole hearted guidance and help.*

*I would like to thank the Ato Yalew Gorfu, who encouraged me and supported me throughout this research paper.*

*I would like to thank my friend W/ro Rediet Melese for her contribution in assisting me in different aspects. There were also so many people who greatly helped me through my study though their names are not mentioned here.*

*Finally I want to say thanks to employees in the enterprise that are willing to support me to get necessary information thank you all very much.*

# Table of Contents

<b>Contents</b>	<b>Page</b>
Acknowledgement -----	I
Table of content -----	II
List of table -----	III
<b>CHAPTER ONE</b>	
1. INTRODUCTION -----	1
1.1 Background of the Study-----	1
1.2 Statement of the Problem -----	2
1.3 Research Questions -----	3
1.4 Objective of the Study -----	3
1.4.1 General Objectives-----	3
1.4.2 Specific Objectives-----	4
1.5 Significance of the Study-----	4
1.6 Delimitation (Scope) of the Study-----	4
1.7 Research Design and Methodology -----	5
1.7.1 Research Design -----	5
1.7.2 Population and Sampling Techniques-----	5
1.7.3 Type of Data Collected -----	5
1.7.4 Data Collection Methods -----	6
1.7.5 Data Analysis Methods -----	6
1.8 Limitation of the Study -----	6
1.9 Organization of the Paper -----	6
<b>CHAPTER TWO</b>	
2. REVIEW OF RELATED LITERATURE -----	8
2.1 Origin of Customer Relationship Management -----	8
2.2 Definition of Customer Relationship Management-----	8
2.3 CRM Dimension -----	10
2.4 Definition of Customer Satisfaction -----	11
2.5 CRM and Customer Satisfaction -----	13
2.6 CRM Strategy -----	14
2.7 Classification of CRM -----	16
2.7.1 Analytical CRM -----	16
2.7.2 Collaborative CRM -----	16
2.7.3 Operational CRM -----	16

2.8 Focus of CRM -----	16
2.8.1 Sales -----	17
2.8.2 Customer service and support -----	17
2.8.3 Marketing automation -----	17
2.8.3.1 Data cleaning tools -----	17
2.8.3.2 Content management -----	17
2.8.9.3 Campaign management-----	17

**CHAPTER THREE**

3. DATA PRESENTATION, ANALYSIS AND INTERPRETATION --	18
3.1 General Information of Respondents profile -----	18
3.2 Analysis of the data directly related to the study-----	21
3.2.1 Customer Satisfaction-----	21
3.2.2 Customer Communication-----	23
3.2.3 Service Quality -----	24
3.3 Responses Related to Customers' Opinion -----	27
3.4 Interview with the EMS Manager -----	28

**CHAPTER FOUR**

4. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS -----	30
4.1 Summary -----	30
4.2 Conclusions -----	32
4.2 Recommendations -----	33

**Bibliography**

**Appendices**

Interview Question-----	
Questionnaire -----	

## **List of Tables**

Table 1: General Characteristics of Respondents -----	19
Table 2: Years in Relationship with EMS -----	20
Table 3: Customer Complaint -----	21
Table 4: Employees' Courteous -----	22
Table 5: Customer Satisfaction Level about the Service -----	22
Table 6: Customer Suggestion (Feedback) -----	23
Table 7: Phone call and Email communicate -----	23
Table 8: Customer Suggestion for Improvement New Service -----	24
Table 9: Customer Service Requirement-----	24
Table 10: Employees Willingness -----	25
Table 11: Employees' Behaviour -----	26
Table 12: Office Environment -----	26

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The gradual move in marketing thoughts and practices from product-centric approach to customer-centric approach and from concentrating on selling as many product possible to acquiring, keeping, retaining and delighting as many customer as possible. This change in marketing prospective is taking place because of the high competition and the numerous alternatives provided to the customers. “The globally competitive market place provides today’s customers with choices never before imaginable by previous generations” (Hoots, 2005). Moreover the emergence of contemporary marketing practices business began to realize that marketing is not only about attracting new customers rather it is also building long term relationships with the existing customers to the mutual benefit of both. Mean while the stiff competition in the market, both local and global, accessibility of markets and the advent of knowledgeable customers contribute to the blossoming of relationship-based marketing in the business world (Wubealem, 2012).

Customer relationship management (CRM) is growing in importance due to the challenging business environment faced by organizations throughout the world today. “Customer Relationship management is a comprehensive strategy and process of acquiring, retraining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value” (Parvatiyar & Sheth, 2001).

As is implicit in the above definition, CRM is a combination of people, processes and technology that seeks to understand a company’s



customers. It is an integrated approach to managing relationships by focusing and relationship development. CRM has evolved from advances information technology and organizational changes in customer-centric processes. Companies that successfully implement CRM will reap the rewards in customer loyalty and long run profitability (Chen & Popouich 2003). This has led to the advent of CRM and customer satisfaction measurement (CSM), and now, to the point where customer CRM and CSM are coming together.

So far, the studies reveal that successful application of all CRM dimensions in Ethiopian Postal Service Enterprise helps the company to expand their customer bases. Enhance their competitive position and able to retain the customers at increased satisfaction rate. Thus, the integrated application of the CRM has been found essential for reaping full benefits of CRM such as internal efficiency, increased customer loyalty and satisfaction, identification of customers potential and the like.

In this study, the researcher uses examine the importance of CRM implementation in regarding to customer relation in EPSE department of Express Mail Service.

## **1.2 Statement of the Problem**

Customer Relationship Management is about identifying, retaining, and maximising the value of a company's customers. CRM is a sales and service business strategy where the organisation wraps itself around the customer, so that whenever there is an interaction, the information exchanged is relevant for the customer. This means knowing all about that customer and what the profitability of that customer is going to be. CRM is an effort to create the whole picture of a given customer, bringing together consistent, comprehensive and credible information on all

aspects of the existing relationship, such as profitability information, risk profiles and cross sell potential (Nielsen, 1998)

EMS Ethiopia is also one of the five core process and is Bronze winner of 2010 EMS quality service. Under EMS there are customer service and mail handling teams. EMS Ethiopia is a member of EMS corporative union which has 170 member countries currently; it has over 250 branch offices throughout the country. EMS sends messages through door to door service and receives through call service. EMS Ethiopia is fully supported by track and tracing system (IPS and Ragbi) software. EMS is characterized by receives and delivers original documents, parcels, merchandise, spare parts and samples those weights up to 30k.g. However based on the student researcher preliminary investigation the following gap was well observed:

- Not able to provide services for the customers at the time needed;
- Unable to record the customers address for future use;
- Lack of training for their employees to handle customer effectively;
- Unable to use modern technology compared to competitors;

Therefore, the student researcher use suggests recommendation and solutions to the above major problems by conducting the research.

### **1.3 Research Questions**

The study is designed to address the following research questions:

- How does the Enterprise's CRM practice looks like?
- What major CRM strategies are used by the Enterprise?
- How does an employee implement the CRM strategy?

### **1.4 Objective of the Study**

#### **1.4.1 General Objectives**

The general objective of the study is to assess the EPSE CRM Practice specifically EMS department from the theoretical concept of CRM and

identify the main problem in relation to CRM and give probable recommendation.

#### **1.4.2 Specific Objectives**

This research focused on the following specific objectives;-

1. To point out the extent of CRM concept implementation in EMS Department.
2. To identify the major strategies of CRM used by the enterprise.
3. To pin point employees performance on CRM practise.

#### **1.5 Significance of the Study**

CRM plays a dominant role towards achievement of organizational goal and directs all organizational efforts towards satisfaction of target customers. And also become mandatory task in the service giving industry to ensure their survival in the industry through customer-centric service provision. The results of the study have the following contribution:

- It will help as an input for the company to understand the interest and attitude of customers towards the EMS customer relationship management
- As source of knowledge for future references by people who have interest to gain insight about CRM.
- It will enable the student researcher to acquire greater knowledge about the real world practice.

#### **1.6 Delimitation (Scope) of the Study**

The study was conducted to asses CRM in Ethiopian Postal Service Enterprise head office particularly in department of Express Mail Service /EMS/. Among the other services Ems is more time sensitive area and need more customer attention that is why this research was conducted on it.

In order to make this study more feasible, applicable and to use time effectively the student researcher use data between 2010 up to 2013G.C

## **1.7 Research Design and Methodology**

### **1.7.1 Research Design**

The student researcher use descriptive research approach to depict the current condition of the EMS CRM practice. This research is categorized under applied researches that depend mainly on data collection from EMS customer through primary sources by distributing designed questionnaires and interview for research purpose, and analyze it in order to describe the present condition.

### **1.7.2 Population and Sampling Techniques**

Population of the study were taken from customers and EMS managers. Since Ethiopian Postal Service department of Express mail service users are highly diversified, the student researcher depended on the recommendation set by the (Malhotra, 2007) and 200 sample respondents' customers were taken with non probability sampling technique particularly using convenience (accidental) sampling technique. To select sample from customer respondents convenience sampling was used because the population is diverse and the sampling units was easy, measurable and cooperative. The student researcher used purposive sampling techniques to interview the EMS managers because they were experts in the field.

### **1.7.3 Types of Data Collected**

The researcher used both primary and secondary data to collect all the necessary information. In the primary data the researcher used interview and questionnaire. Whereas the secondary data was composed of published materials such as books, manuals, brochures and websites of the organization and other documents specifically related with the research topics.

#### **1.7.4 Data Collection Methods**

Different methods of data collection were used in this research paper. Primary data was collected by conducting personal interview with the EMS Manager. Questionnaires were prepared in English and translated in to Amharic using structured formats and were distributing to the sample customers. The questionnaires mainly contained 5 points liker scale and open ended questions. Secondary information was gathered from books, manuals, brochures and websites of the organization and other documents specifically related with the research topics.

#### **1.7.5 Data Analysis Methods**

The student researcher used both the qualitative and quantitative data analysis methods. The quantitative data gathered was analysed using tables and percentage. The responses obtained from interviews were summarized, and presented as statements in paragraphs.

#### **1.8 Limitation of the study**

The student researcher faced limitations that might affect proper achievement of study objectives which include:

- ✚ Delayed incomplete and also unwillingness of customer respondents to fill out the questionnaires.
- ✚ Insufficient resources that might help to support the literature review.
- ✚ Limitation of time and resource constrain to cover more regions and branch.

#### **1.9 Organization of the Paper**

This research proposal is organized in to 4 chapters. Chapter one Contacted introductory part that covers background of the study, statement of the problem, research question, objective of the study,

significance of the study, Delimitation (Scope) of the study, Research Design and Methodology, Limitation and organization of the study. The second chapter is review of related literature, enabling to develop the document and logically sequenced rational of problem. Chapter three include data analysis and interpretation. The last chapter, Chapter four provides conclusion and recommendation.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Origin of CRM**

In the early 20th century in U.S, demand outpaced supply to the extent that companies concentrated on selling as many products as possible. Suppliers focused on product development, manufacturing capacity, and securing distribution outlets, without regard to their customers. They did not pay much attention to who bought their products or what their customers needed (Ueno, 2006).

By the middle of the 20th century however the economy had matured to a point where customers had the power of choice because supply had outstripped demand. The era of the passive consumer was coming to an end. Companies began to find out who their customers were, what they wanted, and how they could be satisfied. They analyzed data about their customers and segmented them based on their demographic such as age, gender, and other personal information. Then they promoted their product or service to a specific subset of customers and prospects. This was called target marketing. Each company thought services about the four Ps (price, promotion, product, and placement) the basic concept of modern marketing, which was first suggested by the expert in the field, (Ncarthin, 1960).

#### **2.2 Definition of Customer Relationship Management**

Many authors in the field of Relation management define customer relationship in different way. To see and understand CRM from different perspective some of the definitions are presented.

“CRM is strategy deals with how to establish developed and increase customer relation from profitability perspective, based upon the individual customer needs and potentials. The basic underling CRM is that the basis of all marketing and management activities should be the establishment of mutually beneficial partnership relation with customer and other partners in order to become successful and profitable” (Ghavanie, 2006).

“CRM is the integration of customer focuses in marketing, sales, logistics, accounting i.e., in all parts of the organization operation and structure. Those are the activities a business performs to identify, quality, acquire, develop and retrain increasingly loyal and profitable customers by delivering the right products or service to the right customer through the right channel at the right time and the right cost” (Johansson and storm, 2002). CRM can be best describes as on evolution of marketing from product or brand management to customer management (Peclen, 2006).

Some authors from marketing background emphasize technological side of CRM while the other considers information technology perspective of CRM. From marketing perspective, CRM is defined by (Couldwell, 1998) as “a combination of business process and technology that seeks to understand a company’s customers from the perspective of who they are what they do, and what they are like.” Technological definition of CRM was given as “... the market place of the future is undergoing a technology driven metamorphosis” (Peppers & Rogers, 1995).

CRM has been accepted as a management philosophy and as a marketing strategy to others. Anton (1996) defined the CRM as a business strategy that aims to create in enterprise the information technologies which will help the management system listen to the customers, be customer-based and offer the customers perfect products



and services, and aims to make the whole staff in the enterprise able to conduct customer-based team work.

Before positioning and investigating the components and the business philosophy of CRM, we must develop our perspective of CRM from the purpose of this research. Hence, several researches have made attempts to define CRM. The definition of CRM adopted from different sources ranges from narrowing IT enabling solution to a broadly and strategically approach to managing customer relationship (Payne and Frow, 2005).

Despite there are differences among the definitions given to CRM, we can learn that CRM involves cross functional integration i.e., the integration of marketing, sales, customer service, IT and the supply chain function of the organization to achieve greater efficiencies and effectiveness in delivering customer value (Payne and Frow, 2005).

This research deals with CRM as a marketing strategy emphasizing on establishing, maintain and enhancing relationship with customers and partners at a profit. In reviewing the aforementioned facts, the definition used by (Berg, 2002) with slight modification can be used for the purpose of this study. CRM is a comprehensive marketing strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company by implementation of cross-function integration of processes, people, operations and marketing capabilities that enabled through information technology.

### **2.3 CRM Dimension**

In order to develop a comprehensive list of CRM practices, it is essential to identify the key construct of CRM. CRM comprises the four constructs: key customer focus, CRM organization, knowledge management and Technology based CRM (Sin, 2005). CRM is an integrated approach to managing relationships by focusing on customer retention and relationship development. CRM has evolved from advanced in

information technology and organizational changes in customer-centric process. Companies that successfully implement CRM will reap the reward in customer loyalty and long run profitability.

**2.3.1 Key customer focus** - this is all about developing strong customer focus and continuously delivering superior value to the selected key customers through personalized/customized offerings.

**2.3.2 CRM organization**- It implies organizing the whole organization around CRM which will lead to considerations like organizational structure, commitment of resources and human resources management (sin, 2005).

**2.3.3 Knowledge Management**- key facets of this construct include learning about customer needs and wants, dissemination and sharing of this knowledge and action (Sin, 2005)

**2.3.4 Technology based CRM**- Technology plays the role to enable in CRM deployment and allows firms to achieve greater customization and better service at lower cost (Sin, 2005)

## **2.4 Definition of Customer Satisfaction**

Satisfaction is derived from the Latin enough and to do or make. This satisfying products and services have the capacity to provide what is being sought to the point of being “enough”. Two related words are satiation, which loosely means enough up to the point of excess, and satiety, which can mean a surfeit or too much of enough, as if to say that too much is necessarily undesirable. These terms illustrate the point that satisfaction implies a fulfilment (Mosrujeh, 2009).

One of the basic elements of modern marketing understanding is customer satisfaction. Business can survive as long as they can meet the

customer's needs an enable customer satisfaction. So clearly defining and understanding customer satisfaction can help any company identify opportunities for product and service innovation and also serve as a basis for performance appraisal and reward systems. It can also serve as the basis for customer satisfaction surveying program that can ensure that quality improvement efforts are property focused on issues that are most important to the customer. (LI, 2002)

In recent years several researches have attempts to define customer satisfaction. Some of the definitions are mentioned below.

- “Customer satisfaction means that customer needs, wishes and expectations are met or overcome during the product/ service period, giving way to re-purchasing and customer loyalty” (Antion, 1996).
- “Satisfaction is a person felling of pleasure or disappointment resulting from comparing a product perceived performance or outcome in relation to his or her expectation” (Kotler, 2009).

In reviewing of the illustrated definition, we can find that most of definitions concentrate on a comparison of prior purchasing expectation from the product and actual performance after the act of purchasing.

Improving customer relationship and increasing their loyalty isn't simply about managing interaction with customers better or targeting them better. It is about serving them in a fundamentally improved way. This generally requires changes outside the sales and marketing area, in order to redefine the customers experience with the organization in some meaningful way (Calhean, 2001).

## **2.5 CRM and Customer Satisfaction**

The satisfaction of customers is a cornerstone of a CRM policy since returning customers indicate their satisfaction and contribute to improved financial margins of the product-sellers and service-providers (Hadzagas, 2011). CRM is one of the strategies to manage customers as it focuses on understanding customers as individual instead of as a group (Lambert, 2010).

According to Sunlit (Mithas M.S.Krishnan, and Claes Fornell, 2005) CRM applications are likely to have an effect on customer satisfaction for at least three reasons. First CRM applications enable firms to customize their offerings for each customer. By accumulating information across customer interactions and processing this information to discover hidden patters, CRM applications help firms customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's view point. Because perceived quality is a determinant of customer satisfaction, it follows that CRM application indirectly affect customer satisfaction through their effect on perceived quality.

Second, in addition to enhancing the perceived quality of the offering, CRM applications also enable firms to improve the reliability of consumption experiences by facilitating the timely accurate processing of customer orders and requests and the ongoing management of customer account. Both an improved ability to customize and a reduced variability of the consumption experience enhance perceived quality which in turn positively affects customer satisfaction.

Third, CRM applications also help firms manage customer relationships more effectively across the stage of relationship initiation, maintenance, and termination (Reinartz, Krafft, and Hoyer, 2004). In turn effective

management of the customer relationships is the key to managing customer satisfaction and customer loyalty.

Referring to the above CRM finding, CRM solution is still one of the best strategies for growing revenue and increase market share and that CRM offers richer opportunity to provide quality of service to enhance customer satisfaction.

## **2.6 CRM Strategic**

Strategic CRM is focused upon the development of a customer-centric business culture. This culture is dedicated to winning and keeping customers by creating and delivering value better than competitors. The culture is reflected in leadership behaviours, the design of formal systems of the company, and the myths and stories that are created within the firm. In a customer-centric culture you would expect resources to be allocated where they would best enhance customer value, reward systems to promote employee behaviours that enhance customer satisfaction and retention, and customer information to be collected, shared and applied across the business. You would also expect to find the heroes of the business to be those who deliver outstanding value or service to customers. Many business claim to be customer-centric, customer-led, customer-focused or customer-oriented, but few are. Indeed, there can be very few companies of any size that do not claim that they are on a mission to satisfy customer requirements profitably.

Customer-centricity competes with other business logics. Philip Kotler identifies three other major business orientations: product, production and selling. (Buttle, 2009)

**2.6.1 Product-oriented businesses** believe that customers choose products with the best quality, performance, design or features. These are often highly innovative and entrepreneurial firms. Many

new business start-ups are product-oriented in these firms it is common for the customer's voice to be missing when important marketing, selling or service decisions are made. Little or no customer research is conducted. Management makes assumptions about what customers want. The outcome is that sometimes products are over specified or over engineered for the requirements of the market, and therefore too costly for many customers. However, marketers have identified a subset of relatively price-insensitive, customers whom they dub 'innovators', who are likely to respond positively to company claims about product excellence. Unfortunately, this is a relatively small segment, no more than 2.5 per cent of the potential market.

**2.6.2 Production-oriented businesses** believe that customers choose low price products. Consequently, these businesses strive to keep operating cost routes to market. This may will be appropriate in developing economies or in subsistence segments of developed economies, but the majority of customers have other requirements. Drivers of BMWs would not be attracted to the brand if they knew that the company only sourced inputs such as braking systems from the lowest-cost supplier.

**2.6.3 Sales-oriented businesses** make the assumption that if they invest enough in advertising, selling, public relation (PR) and sales promotion, customers will be persuaded to buy. Very often, a sales orientation follows a production orientation. The company produces low-cost products and then has to promote them heavily to shift inventory.

A customer or market-oriented company shares a set of beliefs about putting the customer first. It collects, disseminates and uses customer and competitive information to develop better value propositions for

customers. A customer-centric firm is a learning firm that constantly adapts to customer requirements and competitive conditions. There is evidence that customer-centricity correlates strongly with business performance.

Many managers would argue that customer-centricity must be right for all companies. However, at different stages of market or economic development, other orientations may have stronger appeal. (Buttle, 2009)

## **2.7 Classification of CRM**

According to the functionality of the software tools, the CRM could be divided into: (S.Shajahan, 2004)

**2.7.1 Analytical CRM:** this implies the use of data modelling and profiling to accomplish the CRM goals.

**2.7.2 Collaborative CRM:** this implies the tools that should not be used while directly engaging and interacting with the customers.

**2.7.3 Operational CRM:** this implies the 'back end' systems, which unify the business operations and deliver the products.

The CRM should be the architecture for each purpose, while the furnishing required to make the architecture work would be provided by the customer data. The core of CRM effectiveness lies in the deep and reliable customer information. In other words, the companies should know as much about each customer as possible and in many cases, much more than they have known at present. (S.Shajahan, 2004)

## **2.8 Focus of CRM**

The three main areas that the CRM systems should maintain their focus are the: (S.Shajahan, 2004)

- 2.8.1 **Sales:** also called the sales force automation, includes field sales, call centre telephone sales, third-party brokers, distributors or agents, retail marketing and e-commerce (which is also referred to as the technology-enabled selling).
- 2.8.2 **Customer service and support:** includes file service and despatch technicians, internet-based service or self-service via a web site and call centres that handle all channels of customer contact (and not just voice).
- 2.8.3 **Marketing automation:** differs from the other two categories as it does not involve the customer contact. The marketing automation focuses on analysing and automating the marketing processes. The marketing automation products include the following:
- 2.8.3.1 **Data-cleansing tools;** data analysis or business intelligence tools for ad hoc querying, reporting and analysing customer information, plus as data warehouse or data mart to support strategic decision.
- 2.8.3.2 **Content-management** applications that allow a company's employees to view and access business rules for marketing to customers.
- 2.8.3.3 **Campaign management** system, a database management tool used by the marketers to design the campaigns and track their impact on various customer segments over time. Depending on the company goals, the tools it chooses would be integrated across the areas of sales, services and marketing. (S.Shajahan, 2004)



## **CHAPTER THREE**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

This chapter deals with the presentation, analysis and interpretation of the gathered data from EPSE department of Express Mail Service. The research study tried to investigate the Customer Relation Management practice of EMS from customer point of view. To make, this research paper representative, 200 questionnaires were prepared for customer and interview conducted the EMS manager. The student research made pilot test by distributing 10 questionnaire nears and make few correction accordingly out of the total number of questioners (200) distributed to customer only 177 (one hundred seventy seven) were collected. This means 177 (88.5%) of customer have filled and returned the questionnaires, while the remaining 23 (11.5%) are not collected. So the analysis is presented based on the response gathered from customers summarized by using descriptive statistic method. Were by the raw data is computed in percentage and presented in a tabularized form followed by detail explanation and critical interpretation of the data that is made to show implication of the major findings.

This chapter has 2 parts, the first part deals with the general characteristics of the respondents and the second part deals with the analysis of the research findings.

#### **3.1 General Information of Respondents profile**

Table 1 in the next page describes the demographic characteristic of the respondents including gender, age, educational background and occupation.

**Table 1 General Characteristics of Respondents**

Item	Description	Customer respondent	
		Frequency	Percentage (%)
1	Gender		
	a. Male	98	55.36
	b. Female	79	44.63
	Total	177	100
2	Ages		
	a. 21-30 year	78	44.06
	b. 31-40year	59	33.33
	c. 41-50year	26	14.68
	d. 51 and above year	14	7.90
	Total	177	100
3	Educational background		
	a. 1 - 12 grade complete	43	24.29
	b. Certificate	28	15.81
	c. Diploma	44	24.85
	d. First Degree	44	24.85
	e. 2 <sup>nd</sup> Degree and Above Degree	18	10.16
	Total	177	100
4	Occupation		
	a. Student	18	10.16
	b. Private company	53	29.94
	c. Government	40	22.59
	d. NGO	13	7.34
	e. Self employed	32	18.07
	f. Others	21	11.86
	Total	177	100

*Source: Questionnaire Survey*

According to item 1 of table 1 in the previous page which indicated gender composition of respondents, 98 (55.36%) of the respondents were male and 79 (44.63%) of them were female. Male respondents dominate over female respondents.

In relation to age category as shown in item 2 of the same table the number of respondents in age category of 21-30year where 78 (44.06%), in age 31-40 where 59 (33.33%), in age 41-50 where 26 (14.68) and above 51 years where 14 (7.90%). Therefore, the finding from the age profile of the respondents indicates that the majority of the customer respondents were found between the ages of 21-30years.

Item 3 in the table 1 in the previous page explain the educational status of the respondents. Accordingly, out of the total customer respondents 43 (24.29%) of the respondents were 12 grade complete, 28 (15.81%) of the respondents were certificate holders, 44 (24.85%) of the respondents were diploma holders, 44 (24.85%) of the respondents were first Degree holders, and 18 (10.16%) were 2<sup>nd</sup> degree and above degree. On the basis of the above data educational background most customer are degree and diploma holder educated customer are capable enough to evaluate things from different analysis and sensitive to service delivery promises.

As depicted in the above table of item 4 out of the total respondents concerning of occupation, 18 (10.16%) were student, 53 (29.94%) were private company, 40 (22.59%) were government, 13 (7.34%) were NGO, 32 (18.07) were self employed and 21 (11.86%) were other.

**Table 2 years in relationship with EMS**

5	Years in relationship with EMS		
	a. 1-3 Years	90	50.84
	b. 4-6years	63	35.59
	c. 7-10years	13	7.34
	d. 11 year and above	11	6.21
	Total	177	100

*Source: Questionnaire Survey*

When we go to directly to the above table 2, the respondents characteristics we will find relationship with the company 90 (50.84%) were 1-3 years, 63 (35.59%) were 4-6 years, 13 (7.34%) were 7-10 years and 11 (6.21%) were 11 year and above. This implies that most of the time respondents' lengths of the time using EMS service are 1-3 years. The company does not retain customers for long period of time. This indicates that customers are dissatisfied the company finds out the source of dissatisfaction and takes the necessary.

### **3.2 Analysis of the Data Directly Related to the Study**

The customer questionnaire is analyzed depending of the filled and returned questionnaires analysis which is the major findings.

#### **3.2.1 Customer Satisfaction**

**Table 3. Customer complaint**

Item	Customer respondent	
	Frequency	Percentage (%)
Your complaints or problems are solved with great concern		
Strongly agree	26	14.68
Agree	48	27.11
Neutral	43	24.29
Disagree	50	28.24
Strongly disagree	10	5.64
Total	177	100

*Source: Questionnaire Survey*

According to table no 3, 26 (14.68%) strongly agree, 48 (27.11%) agree, 50 (28.24%) of respondents disagree, 10 (5.64%) strongly disagree and the remaining 43 (24.29%) had no opinion on EMS practice of complaints or problems are solved with great concern. The implication indicate that higher numbers of respondents in EMS don't believe that the company didn't solve complain with a great concern.

**Table 4. Employees' courteous**

Item	Customer respondent	
	Frequency	Percentage (%)
How do you see the employees courteous		
Strongly agree	23	12.99
Agree	54	30.50
Neutral	20	11.29
Disagree	62	35.02
Strongly disagree	18	10.16
Total	177	100

*Source: Questionnaire Survey*

As it is illustrated in table 4, out of 177 respondents, 23 (12.99%) replied strongly agree, 54 (30.50%) agree, 20(11.29%) replied neutral, 62 (35.02%) disagreed, while the rest 18 (10.16%) strongly disagree that they are not satisfied with employees' courteous. This implies that the employees' courteous is poor (not attractive).

**Table 5 Customer satisfaction level about the service**

Item	Customer respondent	
	Frequency	Percentage (%)
EMS provides satisfactory service		
Strongly agree	21	11.86
Agree	45	25.42
Neutral	26	14.68
Disagree	68	38.41
Strongly disagree	17	9.60
Total	177	100

According to table 5, in regarding customer satisfaction level to the business, out of 177 respondents asked, the 21 (11.86%) responded strongly agree, 45 (25.42%) responded agree, 26 (14.68%) respondent neutral, 68 (38.41%) answered disagree while 17 (9.60%) of respondents have answered strongly disagree. From this we can be said is the most of the customers are not get services satisfaction as per their expectations.

### 3.2.2 Customer Communication

**Table 6. Customer suggestion (feedback)**

Item	Customer respondent	
	Frequency	Percentage (%)
EMS accepts customer suggestion (feed back)?		
Strongly agree	25	14.12
Agree	43	24.29
Neutral	19	10.73
Disagree	53	29.94
Strongly disagree	37	20.90
Total	177	100

*Source: Questionnaire Survey*

In terms of customer suggestion 25 (14.12%) strongly agree, 43 (24.29%) agree, 19 (10.73%) responded neutral. 53 (29.94%) responded disagree and 37 (20.90%) strongly disagree. From this responses indicated that EMS did not response timely. This implies that customers are challenged by cruel service of EMS.

**Table 7. Phone calls and e-mails communication**

Item	Customer respondent	
	Frequency	Percentage (%)
EMS uses phone calls or emails to communicate with customers.		
Strongly agree	28	15.81
Agree	66	37.28
Neutral	23	12.99
Disagree	45	25.42
Strongly disagree	15	8.47
Total	177	100

*Source: Questionnaire Survey*

As indicated in the table7, 94 (53.09%) of the respondents stated that phone calls and e-mails communication are encouraging. 23 (12.99%) response no answered and 60 (33.89%) of the respondents said that it is not enough. This implies that EMS should have use easy channel of

communication to solve any problem or to give information about the service.

**Table 8 Customer suggestion for improve and new service**

Item	Customer respondent	
	Frequency	Percentage (%)
The enterprise uses customers' suggestions to improve & introduce new services.		
Strongly agree	24	13.55
Agree	43	35.02
Neutral	26	14.68
Disagree	62	24.29
Strongly disagree	22	12.42
Total	177	100

*Source: Questionnaire Survey*

In respect to customer suggestions to improve and introduce new service, 24 (13.55%) strongly agreed, 43 (24.29%) agreed, 26 (14.68%) responded neutral, 62 (35.02%) disagreed and 22 (12.42%) strongly disagreed. This implies that EMS should have given do not more attention to enhance customer suggestion to improve its service and to increase customer satisfaction.

### 3.2.3 Service Quality

**Table 9 Customer service requirement**

Item	Customer respondent	
	Frequency	Percentage (%)
EMS actively understands customers' service requirement and expectations.		
Strongly agree	28	15.81
Agree	56	31.63
Neutral	26	14.68
Disagree	48	27.11
Strongly disagree	19	10.73
Total	177	100

*Source: Questionnaire Survey*

The previous table 9 indicate that, customer service requirement reveal that 28 (15.81%) strongly agreed, 56 (31.63%) agreed, 26 (14.68%) responded neutral, 48 (27.11%) disagreed and 19 (10.73%) strongly disagreed. This indicates that attainment of requirement and expectation of customer requires the regular and constant improvement of mail exchange and circulation services and collectively working with various companies.

**Table 10. Employees willingness**

Item	Customer respondent	
	Frequency	Percentage (%)
Employees are always willing to help customers?		
Strongly agree	22	12.42
Agree	39	22.03
Neutral	32	18.07
Disagree	61	34.46
Strongly disagree	23	12.99
Total	177	100

*Source: Questionnaire Survey*

Based on table 10 as regards to the employees' willingness, 22 (12.42%) answered with a strong agreement; 39 (22.03%) of the total respondents replied with an agreement; 32 (18.07%) answered no opinion for the question, 61 (34.46%) disagree and the rest 23 (12.99%) has replied with strongly disagree. This indicated that employees are characterized by poor customer handling, tardiness or non punctuality.



**Table 11. Employees' behaviour**

Item	Customer respondent	
	Frequency	Percentage (%)
Employees impress customers with the reliability service?		
Strongly agree	31	17.51
Agree	58	32.76
Neutral	22	12.42
Disagree	47	26.55
Strongly disagree	19	10.73
Total	177	100

*Source: Questionnaire Survey*

Based on the data indicated in table 11, 31(17.51%) respond strongly agree, 58(32.76%) answered agree 22(12.42%) respond neutral, 47(26.55%) response disagree and 19(10.73%) answered strongly disagree. This implies that some employees may be de-motivated.

**Table 12. Office environment**

Item	Customer respondent	
	Frequency	Percentage (%)
Office environments conducive to give the service?		
Strongly agree	25	14.12
Agree	45	25.42
Neutral	34	19.20
Disagree	52	29.37
Strongly disagree	21	11.86
Total	177	100

*Source: Questionnaire Survey*

In the table 12 indicate towards office environment; 25 (14.12%) strongly agreed, 45 (25.42%) agreed, 34 (19.20%) responded neutral, 52(29.37%) disagreed and 21(11.86%) strongly disagreed. This implies that the office environment of EMS is not well organized and office furniture's are not standard and attract customer.

### **3.3 Responses Related to Customers' Opinion**

According to customer, as for the quality of services, they are said that significantly improving from time to time in terms of efficiency and safety as the result of the operational or business process reforms ventured by the enterprise as well as of the latter's improved status for utilization of technologies.

Even if the problems related to loss of items were by and large addressed the speed – element is still diagnosed with light – delays additionally, the occasional exposure of parcels to rain and the risk of being torn /damage has caused a rise in customer – complaints.

The enterprise's service charge rates are reasonably fair in comparison to those of competitors yet, it is widely complained by clients that rates for international “outbound” parcel service and EMS did not somewhat consider the existing public affordability factors, especially given that EPSE is a public enterprise.

Despite the proficiency, qualification /competence and commitment of the enterprise's personnel for achieving customer satisfaction, certain employees are still characterized by poor customer handling, tardiness or non-punctuality, de-motivation or lousiness across arrange of practical cases. Yet, customer –handling is relatively improving through the provision of staff – training thereon. Moreover, customer satisfaction index shows a fall due mainly to lack of comprehensive customer information delivery mechanism as well as to the fact that such essential on counter items (as cartons, tape, sticker / glue and papers) are missing or insufficiently available at some post offices.

### **3.4 Interview with the EMS Manager**

According to the EMS Manager CRM practice are performed under marketing and business development department, Marketing manager is responsible to follow and check different CRM related function like collecting feedback from customer, arranging meeting on different CRM issues.

But generally, EPSE give attention to CRM specially now a days. In the contemporary world of highly advanced and sophisticated information technologies combined with the engagement of multiple private couriers in the postal service sector and with the abundance of diversified customer choices, helping the Enterprise's clients access information on the safety – status of their postal – messages and subsequently put undisputable sense of confidence or trust in the enterprise always remains an expeditious task of paramount – importance through the synchronic application of state of the art information technologies more than ever before to that effect. In order to keep existing or surviving and even keep existing or surviving and even outperforming in this tight market – competition, it is highly required to devise and implement efficient and cost – effective operational or business processes technologies; to this end, thus, the enterprise has already launched the application of such service components as Counter Automation and Mail Processing System, Internet Based inquiry System, Global Monitoring System, Quality Control System, Track and Trace System, SMS notification System as well as CCTV Camera system.

Furthermore, the majority of the enterprises employees are characterized by sense of belonging and concern as well as by the commitment determining responsiveness adaptability to changes. As a result they are striving for their adaptation to the enterprise's newly introduced functions to ultimately realize the Enterprise's vision. Furthermore, work

related technical expenses and skills of employees are ever improving as the result of their exposure to the regularly organized “In-House” and “External” Training Programs on top of that, the enterprise, which retained senior staff members and recruited new employees, is well – staffed with a large number of highly – skilled, qualified, well – trained and experienced workforce.

In addition to that enterprise prepare customer day twice a year. In that day customer declare that they are fairly satisfied with such new services as (Transportation, door – to- door collection and delivery services, etc) recently commenced by the enterprise and they also point out about EPSE should have improve its’ service quality. Starting from that the enterprise always included their suggestion on annual plan and implemented it.

## **CHAPTER FOUR**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This section of the study presents summary of the research are listed, conclusions remarks considering the overall the study and provides some valuable recommendations that can upgraded the prevailing customer relationship management practice of EMS service.

#### **4.1 Summary**

Major finding of the research are listed as follow:

- Generally the customer respondents are diversified in gender, ages, education background, and occupation. Thus, based on the findings the majority of respondent were between age of 21-30Yrs, sex distribution were dominated by male, educational background most customers are diploma and degree holder educated.
- As relationship with the EMS the responses made by customers out of the total respondents 90(50.84) of them were becoming the customers of EMS 1-3 years.
- With regard to complaints or problems majority 74(41.79%) disagree and 43 (24.29%) neutral that their complaint or problems do not solve with great concern.
- Regarding employees courteous majority 80 (45.18%) disagree that employees of the company are not courteous.
- Majority 82 (48.41) customers replied that their level of satisfaction is low.
- Issue relating to customers suggestion (feedback) respondents are disagree 90 (50.84%) that their suggestion or feedback is not accepting by the company.
- Regarding communication with customers majority 94 (53.09%) agree that the enterprise uses phone or email to communicate with customer.

- When asked to enterprise uses customers suggestion to improve and introduce new service majority 84 (47.45%) disagree that the enterprise does not use customers suggestion to improve and introduce new services followed by 26 (14.68) neutral therefore the level of acceptance suggestion from customer is low.
- With regard to customer requirement expectation most of the respondent 84(47.45%) at replayed agreed.
- In relation to employees willingness help customer majority of the respondent 84(47.45%) replayed not willing to help customer.
- Majority of respondents 86 (50.27%) replayed that employees behaviour to impress customer with reliability of the service are strongly agreed.
- Regarding to office environment conduciveness to give service majority of the respondents 73 (41.23%) replayed office environment of EMS is not will organize and attractive.
- Concerning with the customers suggestion for open ended question most of them suggest that the enterprise's service charge rates are reasonably fair in comparison to those of competitors yet, it is widely complained by clients that rates for international "outbound" parcel service and EMS did not somewhat consider the existing public affordability despite the proficiency, qualification /competence and commitment of the enterprise's personnel for achieving customer satisfaction, certain employees are still characterized by poor customer handling, tardiness or non-punctuality, de-motivation or lousiness across arrange of practical cases.

## 4.2 Conclusions

- According to the research finding customers believe that their complaints or problems are not solved with great concern.
- Most respondents are not satisfied with employees' courteousness is poor.
- As it is revealed in the research findings, respondent customers' evaluation shows that most of the customers do not get EMS service as per their expectations. From the above finding the EMS service customer satisfaction level are not in a good stage.
- As the research finding denote, most respondent customers proved the customer suggestion to respond as negativity. From the above finding, most responses indicated that EMS didn't respond customer suggestion.
- As it is revealed in the research findings respondents reply that their suggestion (feedback) is not accepted by the customer.
- According to the research findings customers believe that the employees' are not willing to help customers. From this we can recognize that employees are characterized by poor customer handling, tardiness.
- As it is discovered in the research finding, customers are not satisfied with the office environment. From the above findings most customers are not satisfied in the service office environment and the enterprise does not consider their customer comfort.
- According to the research findings, Practice of CRM in EMS is not showing enough in creating sound CRM strategy. In addition to this the finding shows regarding communication management of EMS performance is very low.

### **4.3 Recommendations**

In order to improve the performance of EMS to say Competitive in the scaling number of express mail delivery, the EMS is recommended to take following recommendations by the student researcher.

- EMS has to provide its customer contact employees with indispensable theoretical and practical knowledge of CRM through training and benchmarking to handle customer properly and the customers' complaints or problem should be solved within great concern.
- Even though optimizing of customer satisfaction and interventions are promised by the enterprise it is still required high degree of concern.
- The company should set a suggestion box to collect customer feedback for service improvement.
- EMS customers are challenge by poor service of EMS. Thus, it should provided immediate responses to customer-grievance or complaints or any question of customer.
- There is lack of comprehensive customer information delivery mechanism in EMS. Therefore the enterprise should use different mechanisms like workshop, exhibition....etc to discuss more with costumer and to meet customer need.
- The enterprise has to be enhanced employee motivation and increase employees' satisfaction by incentive and rewarded system.
- Reinforcement IT-based operational systems as well as the fulfilment and standardization of service, office buildings facilities and office equipment requires substantial attention.
- Even though, the enterprise works aggressively on CRM, the result in view of customer is not enough. Therefore the enterprise has to be show in depth about its CRM strategies and implement it in accordance with customer need.



## **Bibliography :- (Books. Thesis, Journals)**

- Adian payne and Pennie Frow (2005) ,”**A strategic Framework for customer Relationship management**” Journal of marketing Vol. 69,
- Anton ,J. (1996) **customer Relationship management**, new Jersey prentice – Hall Inc.
- Anton ,J. (1996) **customer Relationship management**, new Jersey prentice – Hall Inc.
- Calhoun john (July 2001) “**driving loyalty by managing the total customer experience**” Juey business Journal, 65,6.
- Chen. J.J and Popalich, K.(2003) “**Understanding Customer Relationship Management (CRM), people, process and technology**” business process management journal 9(5),
- Couldwell, C. 1998 , **A data day Battle**, computing ,21 may,
- Francis Buttle, 2009, **Customer relationship management**.
- Hadzagas, constantans, 2011, **Applying customer relationship management system for customer satisfaction**. An Empirical Approach for small and medium sized companies.
- Kotler, P. (1997), **marketing management, Analysis, planning, Implementation and control** ,9th ed, prentice Hall , upper saddle River , New Jersely.
- Lambert D.M. (2010) **customer relationship management as business process**. The Journal of Business and Industrial Marketing, 25(1).
- Mike Hoot(2005) “**Customer Relationship Management For**

**Facility Managers**", journal of facilities management 2005,3,4  
ABO/INFORM GLOBAL.

- Parvatiyar, A. and Sheth, J.N (2001)(2002) "**Customer Relationship management emerging practice, process and disclaime**", journal of economic and social research 3(2). 2001, 2002 preliminary issue 1.34.
- Peppers, D., and Rogers, M., 1995, **A new marketing paradigm**, planning Review, 23(21),
- S.Shajahan, 2004, **relationship marketing tax & cases**
- Sin, L.Y. Tse, A.C, and yim , F.H. (2005), "**CRM conceptualization and scale development**" European Journal of marketing Vol,39 No.11/12,
- Sunil Mithas, M.S. Krishnan, & Claes Fornell, 2005, **Why Do Customer Relationship Management Applications Affect Customer Satisfaction?** Journal of Marketing Vol. 69 (October 2005),
- Ueno. satoshi (2006) **the impact of customer relationship Management**, USJP occasional paper 06-13.
- Wubalem Fekadeselassie, (2012). "**The Application of Customer Relationship Management in Commercial Bank of Ethiopia**" post- graduate studies, University of Addis Ababa University school of commerce.

## **Appendix 1**

### **ST. MARY'S UNIVERSITY**

#### **BUSINESS FACULTY**

#### **DEPARTMENT OF MARKETING MANAGEMENT**

I am a student of St. Mary's university, Department of Marketing Management. I am kindly requesting you to contribute your part in the paper by providing requested information in the interview. Your response will be kept confidential.

This interview is prepared to collect information and write BA Thesis on Customer Relation Management practice in the case of Ethiopian Postal Service Enterprise. The purpose of the study is to assess, Customer Relationship Management practice and its impact on customer satisfaction in EPSE, specifically, Express Mail Service (EMS).

Thus, I kindly request you to give me your response by completing this interview.

Thank you in advance for your cooperation.

- ✚ Are there clustered customer groups with aspiration to offer different value propositions?
- ✚ What are the major CRM tools are using In EMS?
- ✚ How do you evaluate the choice and mix of channels used by EMS?
- ✚ Are those channels integrated?
- ✚ EMS uses technology to automate marketing, sales and service functions.
- ✚ How do you assess customers' level of satisfaction? What are the tools used to evaluate Customer satisfaction with this regard?

## Appendix 2

### ST. MARY'S UNIVERSITY

#### BUSINESS FACULTY

#### DEPARTMENT OF MARKETING MANAGEMENT

#### Questions to be completed by customer of EPSE

I am a student of St. Mary's university, Department of Marketing Management. I am kindly requesting you to contribute your part in the paper by providing requested information in the questionnaire. Your response will be kept confidential.

This questionnaire is prepared to collect information and write BA Thesis on Customer Relation Management practice in the case of Ethiopian Postal Service Enterprise. The purpose of the study is to assess, CRM practice and its impact on customer satisfaction in EPSE, specifically, Express Mail Service (EMS).

Thus, I kindly request you to give me your response by completing this questionnaire.

Thank you in advance for your cooperation.

#### **Instruction: please put “√” in the box**

#### **Part I. General Information of Respondents**

1. Gender

1. Female

2. Male

2. Age

1. 21-30 year

2. 31-40year

3. 41-50year

4. 51 year and Above

3. Educational background

1. 1 - 12 grade complete

2. Certificate

3. Diploma

4. First Degree

5. 2<sup>nd</sup> Degree and Above Degree

4. Occupation

1. Student

2. Private company

3. Government

4. NGO

5. Self employed

6. others

5. Years in relationship with EMS.

1. 1-3 Years

2. 4-6years

3. 7-10years

4. 11 year and above

#### **Part II. Information about CRM practices**

For each of the following question, please, evaluate EMS's customer relationship management performance.

Rate each of the following questions by placing a “√” mark on the boxes based on 1.Strongly disagree 2.Disagree 3.Neutral 4.Agree 5.Strongly agree.

TOPIC	1	2	3	4	5
Your complaints or problems are solved with great concern?					
How do you see the employees courteous?					
EMS provides satisfactory service?					
EMS accepts customer suggestion (feedback)?					
EMS uses phone calls or emails to communicate with customers?					
The enterprise uses customers' suggestion to improve and introduce new services?					
Ems actively understands customers' service requirement and expectations?					
Employees are always willing to help customers?					
Employees impress customers with the reliability service?					
Office environments conducive to give the service?					
Other Comments and Suggestions <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>					

Thank you so much

# Appendix 3

.....

.....

..... / .....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....: ..... “√” .....

## ..... I. ....

1. ..

1. ..  2. ...

2. ...

1.21-30 ...  2. 31-40...   
3.41-50...  4. 51.....

3. ....

1. 1. ...12. ...  2. ....  3. ....   
4. ....  5. ....

4. ....

2. ...  2. ...  3. ....   
4. ....  5. ...  6. •

5. ....

2. 1-3 ...  2. 4-6 ...   
3. 7-10...  4.11 ...

## ..... II. ....

.....

..... “√” .....

...	1 ...	2 .....	3 ...../ .....	4 .....	5 ...
... .. ;					
... .. ;					
... .. ;					
... .. ?					
... .. ;					
... .. ;					
... .. ;					
... .. ;					
... .. ?					
... .. ;					
... .. ;					
... .. ----- ----- ----- ----- -----					

.....

### **THE CANDIDATS DECLARATION**

The undersigned, declare that this senior essay /project is my original work, prepared under the guidance of W/rt Meaza G/medhen. All source of materials used for the manuscript have been duly acknowledged.

Name: Tigist Ayichew

Signature: \_\_\_\_\_

Date of Submission: June 12, 2014

Place of submission: St. Mary's University

### **ADVISOR'S DECLARATION**

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

Name: W/rt Meaza G/medhen

Signature: \_\_\_\_\_

Date of Submission: June 12, 2014

Place of submission: St. Mary's University