



ቅድስት ማርያም ዩኒቨርሲቲ
St. Mary's University, Ethiopia

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

**THE EFFECT OF SALES PROMOTION STRATEGIES ON
SALES PERFORMANCE:
THE CASE OF AWASH INTERNATIONAL BANK S.C**

**BY-:
TAMIRU EBISA ID NO. 0595/2008A**

**JUNE, 2017
ADDIS ABABA, ETHIOPIA**

**THE EFFECT OF SALES PROMOTION STRATEGIES ON
SALES PERFORMANCE:
THE CASE OF AWASH INTERNATIONAL BANK S.C**

**BY-:
TAMIRU EBISA ID NO. 0595/2008A**

**A THESIS PROPOSAL SUBMITTED TO ST. MARY
UNIVERSITY SCHOOL OF GRADUATE STUDIES AS PARTIAL
FULFILLMENT TO THE MASTERS OF ARTS IN MARKETING
MANAGEMENT**

**JUNE, 2017
ADDIS ABABA, ETHIOPIA**

**ST. MARY'S UNIVERSITY SCHOOL OF GRADUATES STUDIES
FACULTY OF BUSINESS**

**THE EFFECT OF SALES PROMOTION STRATEGIES ON
SALES PERFORMANCE:
THE CASE OF AWASH INTERNATIONAL BANK S.C**

BY-:

TAMIRU EBISA ID NO. 0595/2008A

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

Acknowledgment

First of all I would like to thank God for blessing me with an academic achievement. I would also like to express my sincere gratitude and appreciation to my advisor ***Dr. GeremewTeklu*** for his invaluable, constructive comments and professional advice in the preparation of this thesis. I am highly indebted to all my families, who have constantly been encouraging and supporting me throughout my Academic career especially my greatest thanks must go to my brother Mr. Menelik, all of my colleagues and my Mother called MuluTolcha.

List of Abbreviations and Acronyms

SPS- Sales Promotion Strategy

SP- Sales Promotion

AIB- Awash International bank

ANOVA- Analysis of variance

SPSS- Statistical Package for the Social Sciences

ATM- Automatic teller Machine

NBE – National Bank of Ethiopia

AMA- American Marketing Associations

SPM- Strategic Performance Management

WOM – Word of Mouth

SD- Standard Deviation

List of Tables

Table 4.1.1 Age frequency

Table 4.1.2 Gender characteristics of the respondents

Table 4.1.3 Educational level of the respondents

Table 4.1.4 Monthly Average Income of the respondents

Table 4.1.5 Bank Service Type of the respondents

Table 4.1.6 how long you have been working in AIB

Table 4.2 Reliability Test of the variables

Table 4.3.1 Comparison of the mean and standard deviation

Table 4.4 Correlation Analysis

Table 4.5.1 Model Summary for independent on Dependant variables

Table 4.5.2 ANOVA Table

Abstract

The purpose of this study is to discuss the Sales Promotion strategy and sales performance on the Awash International Bank S.C. The sales promotion strategy and sales performance in banking has seen a major concern due to severe competition and higher customer expectations. The population of this study was customers of the Awash International Bank and employees of the bank who are banking with various branches of the bank found in various geographical locations of Addis Ababa specifically from the four, North, south, west and east districts of the bank, which have got 165 branches. To obtain representative samples, in selecting the research respondents, convenient method was applied, this sampling method helps for a population from which sample has been constitute a homogeneous group, therefore the study takes 90 respondents as target respondents from these customers .A quantitative method which was cross-sectional study with deductive approach was chosen in this research. The SPSS version 20 for windows was used to process the primary data which was collected through questionnaire; a theoretical framework was used as a guideline to test the relationships between sales promotion strategy and sales performance. Next, the research presents the research framework, methods, measures and findings and conclusion. By analyzing the relationship of every construct in the theoretical framework loyalty to provide the outcome measures for the hypotheses, thus, the study was reviewed the marketing literature on the experience of sales promotion strategy i.e., sales performance, and sales promotion strategy. Finally, the results were discussed in terms of its contribution to the upgrading of banking services and recommendations for future research. The findings show that sales promotion strategy have significant impact on the sales performance of the bank. All the independent variables are positively and directly related to dependent variables particularly in Awash International Bank. The relationship between Sales promotion Strategy and sales performance are significant on the correlation analysis. Therefore, Awash International Bank should make the whole system on work with customers, and also they are expected to invest more on attracting new customers and retaining the existed ones with regard to sales promotion and sales performance to increase customer-number.

Key words: sales promotion strategy, strategy, promotion, sales and sales performance

Contents	Page
Acknowledgment.....	IV
List of Abbreviations and Acronyms	V
List of Tables.....	VI
Abstract	VII
Chapter One.....	1
1. Introduction.....	1
1.1 Background of the Study	1
1.2 Background of the Organization	3
1.3. Statement of the problem.....	6
1.4 Awash Bank Sales Promotion Strategies and Sales Performance of the bank .. Error! Bookmark not defined.	
1.5 Research Questions	8
1.6 Objectives of the Study	8
1.6.1 General Objective of the Study	8
1.6.2 Specific Objectives of the Study	8
1.7 Significance of the Study.....	8
1.8 Definition of Terms	9
1.9 Scope of the Study.....	9
1.10 Limitations of the Study	9
1. 11 Organization of the study	13
Chapter Two.....	11
Review of Related Literature.....	11
2.1 Introduction of the study	14
2.2 Theoretical Review	14
2.2.1 Sales Performance Management	11
2.2.2 Sales Promotion Strategies	12
2.2.3 Sales Performance Management in the banking Industry	13
2.2.4 Factors Affecting Sales Promotion strategy	14
2.2.5 Sales Promotion Strategies in the banking industry	16
2.2.6 The Relationship between Sales Promotion Strategy and Sales Performance.	18
2.2.7 Background of awash International Bank S.C.....	20

2.3 Empirical review	21
2.4 Conceptual Frame work of Sales Promotion strategy and sales performance.....	24
Chapter Three	25
3. Research Design and Methodology.....	25
3.1 Research Design	25
3.2 Research Approach.....	25
3.3. Population and Sampling Technique	25
3.4. Data collection Tools.....	28
3.5. Procedure of Data Collection	28
3.6 Study Variables	28
3.7.1 Validity	31
3.7.2 Reliability of Instruments	28
3.8. Methods of Data Analysis	29
3.9. Ethical consideration	29
CHAPTER FOUR	30
Data Presentation, Analysis And Interpretations.....	30
4.1 Demographic Characteristics of the Respondents	30
4.2 Reliability Scores of the variables	33
4.3 Descriptive statistics of the variables	34
4.4 Association between Variables.....	35
4.5 The Effect of independent variable on the dependent variable	37
CHAPTER FIVE.....	40
Summary, Conclusion and Recommendations	44
5.1 Summary Of Major Findings.....	40
5.2 Conclusion.....	41
5.3 Recommendations	44
Reference.....	48
Appendices	53
Declaration	57
Endorsement.....	58

Chapter One

Introduction

Sales promotion is implemented to attract new customers, to hold present customers, to counteract competition, and to take advantage of opportunities that are revealed by market research. It is made up of activities, both outside and inside activities, to enhance company sales. Outside sales promotion activities include advertising, publicity, public relations activities, and special sales events. Inside sales promotion activities include window displays, product and promotional material display and promotional programs such as premium awards and contests; Philip Kotler, (1997).

A sales promotion strategy is an activity that is designed to help boost the sales of a product or service. This can be done through an advertising campaign, public relation activities, a free sampling campaign, a free gift campaign, a trading stamps campaign, through demonstrations and exhibitions, through prize giving competitions, through temporary price cuts, and through door-to-door sales, telemarketing, personal sales letters, and emails. The importance of a sales promotion strategy cannot be underestimated. This is because a sales promotion strategy is important to a business boosting its sales; Aham, (2008).

1.1 Background of the Study

Blattberg and Levin (1987) define trade promotion as “special incentives offered by manufacturers to their distribution channel members”; Nwielaghi, (2013), “it is an aspect of sales promotion which creates incentives for channel members to share with consumers and create sales for manufacturer’s merchandise. “It is also called ‘Dealer’ or ‘trade promotion ’or ‘push strategy’ Push implies a forward thrust of effort whereby a manufacturer directs personal selling, trade advertising, and trade-oriented sales promotion to wholesalers and retailers. The essence is to encourage these channel members to stock the product they provide Sales promotions can be directed at the customer, sales staff, or distribution channel members (such as retailers).

Manufacturers have various reasons for using trade-oriented sales promotion strategies: to introduce new or revised products; to increase distribution of new packages or sizes; to build

retail inventories; to maintain or increase the manufacturers share of shelf space; to obtain displays outside normal shelf locations; to reduce excess inventories and increase turnover; to achieve product features in retailers advertisement; to counter competitive activity; and to sell as much as possible to final consumers. Narasimhan R., Swink M. & Soo W.K. (1987). The aim is to realize Economic rents in form of optimal marketing performance for the firm. Sales promotions targeted at the consumer are called consumer sales promotions. Sales promotions targeted at retailers and wholesale are called trade sales promotions. Some sale promotions, particularly ones with unusual methods, are considered gimmicks by many.

Kotler (1984) expresses that sales promotion consist of adverse collection of incentive tools, mostly short-term, designed to stimulate quicker and/or greater purchase of particular brand, products, or Service by consumers or the traders. Anah (2008), opined that sales promotion as always been of the variable strategies of making quick sales and help to establish brander names and ginger trail purchases. Promotion is the direct way an organization tries to reach its publics: Ndupu, (1987).

SPM is an innovative discipline of sales management that is focused on driving more optimal sales performance with next-generation tools and metrics-driven best practices. Sales promotion is one of the five aspects of the promotional mix. The other 4 parts of the promotional mix are advertising, personal selling, direct marketing and publicity/public relations. Media and non-media marketing communication are employed for a pre-determined, limited time to increase consumer demand, stimulate market demand or improve product availability. Examples include contests, coupons, freebies, and loss leaders, point of purchase displays, premiums, prizes, product samples, and rebates ;Czinkota & Ronkainen, (2004)

Sales promotion is the process of persuading a potential customer to buy the product. Sales promotion is designed to be used as a short-term tactic to boost sales – it is rarely suitable as a method of building long-term customer loyalty. Some sales promotions are aimed at consumers; Ndupu, (1987).

In a sales performance management environment, reps are trained consistently, measured rigorously and driven to adopt repeatable behavior so that everyone can be measured using the same yardstick. Sales performance management also requires the use of metrics beyond

traditional ones that sales managers used to analyze sales team performances. These metrics are used in defined performance reviews and, more importantly, are benchmarked against best-in-class companies. There must be organizational buy-in from senior executives to ensure that everything is aligned, that the SPM culture works and that the team can hit those exacting metrics. There are three types of sales promotion strategies: Push, Pull, or a combination of the two called Hybrid. A push strategy involves convincing trade intermediary channel members to "push" the product through the distribution channels to the ultimate consumer via promotions and personal selling efforts; Czinkota & Ronkainen, (2004).

1.2 Background of the Organization

Awash International Bank S.C. was established as a first private bank after the dawn fall of the Dergue regime and introduction of market economic policy in 1991. Initially, it was established by 486 founder shareholders with a paid-up capital of Birr 24.2 million. It was licensed on November 10, 1994, and started banking operations on February 13, 1995. The number of shareholders and paid up capital have been increasing continuously and currently its capital stood at Birr 1.5 billion. However, the 13th Extraordinary Annual General Meeting of the shareholders of AIB endorsed the increase of paid-up capital to Birr 3 billion and subscribed capital to 6 billion within the coming three years; (www.awashbank.com).

Awash International Bank S.C is also the first private bank to build its own head quarter and other buildings in different areas. (Annual Management Report – Engineering Department, 2014/15). Currently, the Bank has total of 255 branches of which 126 branches are located in Addis Ababa while the remaining 129 branches are located in regional towns. (Annual Management Report – Branch Affairs Directorate, 2015/16).

Awash Bank Sales Promotion Strategies and Sales Performance of the bank

Banks have a unique challenge when it comes to marketing because they do not offer tangible products for consumers. Promoting a bank requires convincing consumers to trust a bank with their money and make customers feel like they are getting the most value for their money. Once customers invest with a bank, the bank must work to keep customers and get them to buy-in to additional products.

International Banking

Awash International Bank provides full-fledged international banking services, including facilitation of import and export transactions, handling inward and outward money transfer services, purchase and sell of foreign currencies, and providing deposit services in hard currency.

Internet Banking

Online channel (internet banking) is browser based application provided to bank's customers to access banking information and make transactions. The application is optimized for desktop, laptop and tablet platforms too, and both mouse and touch screen navigation.

Mobile channel: Smartphone application providing similar functionality to online channel but in form of installed native application. The application is optimized for Smartphone. But mobile channel has branch and ATM locations features whereby customers can be navigated to nearby ATM and branches.

Agency Banking

What is Agency Banking? Agency banking is service provided by authorized awash bank agents as per the Directive of the National Bank of Ethiopia (NBE).

Agent means a person or Enterprise that engaged in a commercial business activity and has been contracted by a financial institution to provide the financial institution on its behalf in a manner specified in NBE directives

Agent banking means the conduct of banking business on behalf of a financial institution through an agent using various service delivery channels as permitted under NBE directives.

Agency Banking is a delivery channel for providing financial services beyond the traditional branch network of the bank. This requires partnering with agents to reach out to the remotest locations of the country.

Corporate Banking

Regardless of scope and size, awash international bank offers deposit, loan, payroll, and provident fund service to meet the customers short and long term capital needs.

- Smart Children Account
- Student Solution Account
- Salary Drowing solution Account
- Cheque Payment's Solution scheme
- Investment Solution Account
- Provident Fund Solution Account

Sales performance of the bank

Awash international bank S.C will evaluate their sales performance by the different mechanisms. This would be done by different branches by using sales performance evaluation methods. But highly they use the following mechanisms:-

- Number of potential customers
- Referral marketing
- Amount of loans
- Amount of deposit
- Amount of profit
- Good will of the bank
- Good banking system configuration for potential customers and
- Service of their employees for their customers.

Based on the above mentioned key points the sales performance of the bank will be measured and evaluated.

1.3. Statement of the problem

Sales promotion is the economical and informational incentives, which are offered by firms to buyers or distributors; Gultian and Paul, (1982). It emerged as a reaction by manufacturer's marketers, and marketing strategies alike to find a short-term solution to the problems of excess stock of goods which are available in variables manufacturer's warehouses but are not demanded by consumers and organization; Aham, (2008).

Halachmi (2005) describes performance management as: a broader and more meaningful concept than simple performance measurement listing processes indicative of broader performance management such as catering to stakeholders, attending to human behavioral factors and handling issues in the environment. Bititci et al.(1997) define performance management as a process that allows an organization to handle its performance in line with strategy and objectives. Bourne et al. (2005) describe that whereas past research has focused on choice and implementation of performance measures, future research will have to look at how performance measures are used in performance management processes. Promotion is the direct way an organization tries to reach its publics. Despite the recent recessions, the financial services sector is continuing to grow in terms of turnover and profits and thus, has a supreme impact on the other spheres of the economy. Consequently, there is currently growing interest in applying marketing techniques and tools in financial services. Meidan, (1996).

In spite of major changes on the market of financial institutions, there are indications that banks have not yet successfully embraced the marketing philosophy or achieved levels of its implementation consistent with satisfied customers. Financial institutions are realizing that their established promotion practices are inadequate for new market conditions as levels of customer defection in the sector grow. Traditionally, banks have tried to reach out to everyone in the community, but recent research proposes that banks should aim to identify and serve micro-segments. Awes & Brown, (2000)

According to Brassington & Pettitt (2000); sales promotion is different tactical marketing techniques with mostly short-term incentives, which are designed to add value to the product or service, in order to achieve specific sales or marketing objectives. Furthermore; Meidan (1996) states that it has two distinctive qualities. Firstly, it provides bargaining chance since many sales

promotion tools have an attention-gaining quality that communicates an offer that will not be available again to purchase something special. The disadvantage, however, is that although they appeal to a wide range of buyers, many customers tend to be less brand loyal in the long run. Secondly, if sales promotions are used too frequently and carelessly, it could lead to insecure customers, wondering whether the service is reliable or reasonably priced.

Meidan (1996); indicates that due to the conflicting ideas concerning the benefits of sales promotions, a financial service organization must base its decisions upon relevance and usefulness of sales promotion, as well as cost-effectiveness; Peatti & Peatti (1994), claim that normally, coupons, special offers and other forms of price manipulation are the dominant forms of sales promotion. However, price-based promotions are difficult and probably dangerous to use for financial service markets. This due to the fact that the price setting of a financial service is already a difficult process, and that consumers often see lower prices as a result of lower quality. (ibid) However; Meidan (1996), states that sales promotion within financial services appears to be most effectively used in combination with advertising. The primary objectives with sales promotion within financial services are to attract new customers; to increase the level of deposit accounts, thereby increasing the banks share of savings; to increase market share in selected market segments; and to lower the cost of acquiring new customers by seeking to avoid direct price competition with other financial institutions.

Further to Radnor and Barnes, (2007) suggest that feedback control must be added to a measurement system to make it a management system. They refer to comparison of outputs with target values and taking corrective action, stating that performance management system must communicate information, motivate appropriate behavior and provide a mechanism for control, intervention and learning. Overall, publications in this area suggest that performance measurement must have an explicit purpose, with Globerson's work for example raising the question of how performance measurement and performance management processes may influence performance, an issue investigated later.

Promotion according to Doyle and Saunders, (1985) is most important in changing the timing rather than the level of purchasing because customers tend to buy earlier. Promotion is a marketing effort by any organization in trying to communicate to its customers.

1.5 Research Questions

This study will try to answer the following basic questions:

- What are the sales promotion strategies used by Awash International bank?
- What are sales performance management techniques used by Awash International bank?
- What is the extent of the relationship between sales promotion strategies and sales performance management in Awash International Bank?
- What is the extent of the influence of sales promotion strategy on sales performance?

1.6 Objectives of the Study

In line with the aforementioned problems and research questions, the research has the following general and specific objectives:

1.6.1 General Objective of the Study

The general objective of the study is sales promotion strategies and sales performance of the Awash International Bank share company in Addis Ababa City.

1.6.2 Specific Objectives of the Study

The study has the following specific objectives:

- To determine the types of sales promotion strategy used by Awash International bank.
- To assess if the promotion strategy has a positive input for the bank's sales performance in the case of AIB.
- To identify the relationship between sales promotion strategy and sales performance on the bank and its users.
- To identify if AIB's promotional strategy is more easily recognizable and user-friendly.

1.7 Significance of the Study

The main significance of the study is to find out the various types of sales promotion strategy and sales performance adopted by the bank in the financial industry in Addis Ababa City and their effects on increasing profits. Sales promotion will lead to the efficiency of the banking industry.

in the country. The study of sales promotion strategies and sales performance is therefore a great importance in order to build and maintain a strong band and the concept seems to be relevant to the financial market which is highly competitive and fragmented industry. Pertinent to this, the study will provide helpful solutions for the firms on the financial sector and up new coming of the different banks in the country to solve the financial problems in the Addis Ababa city. Etc...

1.8 Definition of Terms

Terms	Definition	Authors	year
Sales	It's converting an inquiry or lead into a contract or shipment	AMA	2002
Sales promotion	Any steps that are taken for the purpose of obtaining or increasing sales.	AMA	2002
Sales promotion strategy	Direct inducement that offers an extra value or incentive for the product to the sales force, distributors, or the ultimate consumer with the primary objective of creating an immediate sale by using different strategies.	Belch & Belch	2003

1.9 Scope of the Study

The scope of this study covers sales promotion strategies and sales performance of the Awash International Bank in case of Addis Ababa City. This research work would be restricted to the operations of banking service in awash international bank S.C. This would enable the researchers to generalize and affirm how effective sales promotion Strategy has been able to bring about customer satisfaction in organizations.

1.10 Limitations of the Study

This study would be confined to sales promotion strategies and sales performance of the Awash International Bank which is found in Addis Ababa city. Hence, it may not be generalizable to the whole of the Awash International bank found in the whole Ethiopia, due to the geographical location of the branches of the bank in the country financial, time problem. It may not even be

applicable for the branches residing out of Addis Ababa as customers exposure to sales promotion of the bank may differ from the city.

1.11 Organization of the study

Awash International Bank S.C. was established as a first private bank after the dawn fall of the Dergue regime and introduction of market economic policy in 1991. Initially, it was established by 486 founder shareholders with a paid-up capital of Birr 24.2 million. Moreover, as of March 2016 the number of shareholders and its paid-up capital increased to over 3,700 and Birr 2.2 billion respectively. Shareholders have decided to raise the authorized capital to Birr 6 billion and the paid-up capital to Birr 3 billion within the next two years. Awash Bank is a bank that has thrived over 22 years in a rapidly evolving market and economy. Having grown from humble beginnings with visionary intent, we are the first private bank in Ethiopia to exceed a billion profit mark in the history of Ethiopian Private Banks in the financial year 2015/16. Since inception, we have expanded through a combination of substantial organic growth and enhanced customer service excellence.

Chapter Two

Review of Related Literature

2.1 Introduction

The field of performance management can comprise two separate types of management. In one aspect, an analyst may view the performance of a company as a whole, and also evaluate the effectiveness of the managers and heads of companies in reaching goals. In another sense, it may be a system of evaluating employees to help them reach reasonable goals and thus ensure that the company performs better. How the performance of individual employees is managed can differ, but it generally includes planning work, setting goals, offering feedback and reviews, offering opportunities to learn more in one's field, and rewarding employees who perform well; Meidan, (1996).

According to Brassington & Pettitt (2000); sales promotion is different tactical marketing techniques with mostly short-term incentives, which are designed to add value to the product or service, in order to achieve specific sales or marketing objectives. Furthermore; Meidan (1996) states that it has two distinctive qualities. Firstly, it provides bargaining chance since many sales promotion tools have an attention-gaining quality that communicates an offer that will not be available again to purchase something special. The disadvantage, however, is that although they appeal to a wide range of buyers, many customers tend to be less brand loyal in the long run. Secondly, if sales promotions are used too frequently and carelessly, it could lead to insecure customers, wondering whether the service is reliable or reasonably priced.

2.2. Theoretical Review

2.2.1 Sales Performance Management

Sales Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. Performance management is not an annual appraisal meeting. It is not preparing for that appraisal meeting nor is it a self-evaluation. It's not a form nor is it a measuring tool although many organizations may use tools and forms to track goals and improvements; they are not the process of performance management. It ends when an employee leaves your organization.

Components of a Performance Management System

Performance management defines our interaction with an employee at every step of the way in between these major life cycle occurrences. Performance management makes every interaction opportunity with an employee into a learning occasion. The performance management system may contain all of these components, but it is the overall system that matters, not the individual components; Bititci et al, (1997).

The field of performance management can comprise two separate types of management. In one aspect, an analyst may view the performance of a company as a whole, and also evaluate the effectiveness of the managers and heads of companies in reaching goals. In another sense, it may be a system of evaluating employees to help them reach reasonable goals and thus ensure that the company performs better. How the performance of individual employees is managed can differ, but it generally includes planning work, setting goals, offering feedback and reviews, offering opportunities to learn more in one's field, and rewarding employees who perform well; Meidan, (1996).

2.2.2 Sales Promotion Strategies

Promoting the business is an important part of our daily activities. Then to promote our business in an effective way, we have to consider using the tried and true sales strategies of the sales promotion strategy like Push, Pull and hybrid; Dawes and Brown, (2000).

Types of the sales promotion strategies

Push Sales Strategy

The push sales strategy emanates from manufacturers who "push" their product through the supply chain to the consumer. Incentives are offered that give each middle-carrier motivation to convince the next person to buy the product. Traditionally, this technique includes premiums, wholesale discounts and buy-back guarantees. This technique is not only for the big players who vie to get their product carried by other retailers. If you have a small retail outlet or own a service-providing company, you can still benefit from this strategy. Offering a bonus to your staff for selling the product or service of-the-week is a "push" technique. Give customers a free item for referring a friend to your business; (Kotler, 1997).

Pull Sales Strategy

The "pull" strategy works by getting the end consumer interested in the product to create a demand. When the demand is there, the supply chain pulls it through, as retailers ask suppliers and distributors, who in turn ask the manufacturer about the product. If your business has the resources, you can launch a campaign to get end consumers excited about your products. Television, print and electronic advertising options lend themselves to the pull strategy; (Kotler, 1997).

Combining Push and Pull

To bolster sales, try combining the two systems. For instance, offer your customers coupons, free gifts or a frequent customer loyalty incentive to drive traffic to your business. These activities fall under the "pull" strategy. At the same time, offer your sales team an incentive such as a vacation contest, extra commission or a better parking space for selling a particular product or moving a certain volume of merchandise. This falls under the "push" strategy. By combining the two methods as part of an overall promotion, you will be matching motivated buyers with an eager sales team to increase sales growth; (Kotler, 1997).

2.2.3 Sales Performance Management in the banking Industry

Sales performance management (SPM) is the practice of monitoring and guiding personnel to improve their ability to sell products or services. Software programs are available to enhance the sales performance management process. These applications typically streamline various activities in the corporate performance management process and encourage behavior that drives sales for the better company achievements. In banking sector marketing communication techniques are especially important, they help to create powerful images and a sense of credibility, confidence and assurance. Therefore it is essential to evaluate all the elements of communication mix that are used in banking service sector.

Awash international bank will evaluate their sales performance by the different mechanisms and this is done by different branches use different sales performance evaluation methods. But highly they use the following mechanisms:-

- Number of potential customers.
- Referral Marketing

- Amount of loans
- Amount of Deposit and
- Good will of the bank
- Amount of profit and
- Good banking system configuration for potential customers.
- Service of their employees for their customers.

Based on the above mentioned key points the sales performance of the bank will be measured and evaluated.

2.2.4 Factors Affecting Sales Promotion strategy

Product and service promotions create awareness, position products and services and persuade customers to buy. Although advertising is essential, it's not the only consideration. Instead, an overall promotional mix also includes personal selling, sales promotions, public relations and direct marketing campaigns. Because there's no set standard or method for creating an optimal mix, each business must consider the factors affecting the promotional mix and create its own custom promotional strategy.

Product-Oriented Factors

The nature of a product or service and where it lies within the product life cycle determines how much information a customer may require before making a purchase decision. For example, customers most often require more information when evaluating a new product or a product such as a computer, a car or a home heating system that is inherently more complex. In these cases, advertising, in-store sales promotions and personal selling will figure more heavily in the promotional mix. In contrast, a promotional mix that includes general advertising and sales promotions is more appropriate for common, everyday items such as groceries and clothing; Marquardt, (1994).

Target Market and Direct Competition

It's critical for a business to know what direct competition is doing in order to create a promotional mix that differentiates its products from the competition. Product differentiation, also called positioning, focuses on creating distinctions about the attributes, price, quality or usage of a

good or service as compared to the competition. Positioning can be accomplished using an above-the-line, below-the-line or combination promotional mix. An above-the-line promotional mix often includes public relations, television, radio and print advertising. A below-the-line promotional mix that focuses on direct marketing efforts such as direct mail campaigns can be effective for positioning products within a specific target audience.

Marketing Strategy

A product's marketing strategy also affects the promotional mix. For example, the promotional mix for a push strategy will be different than the mix for a pull promotional strategy. A push promotional strategy takes the product to the customer in an effort to create demand. With this type of strategy, direct selling and trade promotions form the base of the promotional mix. A pull promotional strategy attempts to increase consumer demand for a product by drawing customers in. With this type of strategy, mass media advertising and product promotions that create product awareness most often form the base of the promotional mix.

Budget Allocations and Resource Availability

Cost is a significant factor in determining the promotional mix. An annual marketing budget, the budget for an individual campaign and the cost of each promotional tool all play a role in determining whether and to what degree a promotional tool can be used. For example, the high cost of producing and running television advertising spots can be a limiting factor for some business budgets. Resource availability is another consideration. Although newspaper advertising may be an appropriate promotional tool, it can be an unavailable option in a small community or ineffective if the newspaper's circulation rate is too low; Halachmi, (2005).

The Promotion Mix for Banking Services

We will use the five general promotional tools, which according to Brassington & Pettit, (2000). This is advertising, sales promotion, public relations, personal selling and direct marketing. For the characterization of each tool, we will use the definitions provided by these authors. Concerning advertising, we will look at institutional and brand advertising, which according to Meidan, (1996), covers advertising of the company image as a whole versus advertising the brand name and the different products.

Meidan, (1996) also presents a number ways to use sales promotion, such as through coupons, special offers and other forms of price manipulation. This will also be of relevance for our research. Moreover, he describes to what extent sales promotion can be used by financial institutions, which also will be of interest.

With public relations, we will look at significant issues, which according to Brassington & Pettit, (2000) are relationships building, image maintenance, charitable involvement, Sponsorship, and community initiatives. We will also consider Meidan, (1996) statement regarding the importance for financial institutions to appear in financial magazines. Concerning personal selling, we will look at the importance of interaction and relationships with customers, which according to Verhallen et al., (1997) is increasingly important for banks due to the competition intensity. Lastly, within direct marketing our concerns will mainly include measurable response achieved through different tools such as the Internet, which according to Lee, (2000) and Mools , (2000) is to a large extent replacing face-to-face interaction.

2.2.5 Sales Promotion Strategies in the banking industry

Banks have a unique challenge when it comes to marketing because they do not offer tangible products for consumers. Promoting a bank requires convincing consumers to trust a bank with their money and make customers feel like they are getting the most value for their money. Once customers invest with a bank, the bank must work to keep customers and get them to buy-in to additional products.

Free items

Free items help attract customers to a bank. Some consumers may be persuaded to switch banks with the promise of a small gift certificate or household item. Other customers may respond to free money for opening an account with a certain minimum balance or opening a premium account with the bank. To reduce the amount of free items given away, banks may partner with a local car company or large retail chain and enter new customer names into a drawing for a free car or large gift certificate. Banks must analyze the targeted customer base to determine what type of free items will most appeal to potential customers. Such as Christmas cards for their customers. The same is true for awash international bank also; Brassington & Pettit, (2000).

Word of mouth

Word of mouth has the greatest potential to attract customers to a bank and draw customers away from a bank. Encourage current customers to direct friends and family members to the bank by offering referral incentives in the form of lower fees or cash rewards. Become involved in the community by sponsoring a local sports team, setting up a booth at a local festival or providing a mobile ATM machine for a local event. Be sure to provide stellar customer service to all current users because a customer sharing a negative experience about the bank may quickly erase the effect of any positive marketing efforts in a community; Kotler, (1997).

Debit Card

Offer specialized debit cards for consumers, such as cards designed for college students, small-business owners or mature bankers. Cards with low interest rates and few fees typically attract more customers. A card that offers rewards or a cash-back program may also appeal to consumers. Offer a line of prepaid debit cards, and encourage parents to set up accounts for their children or allow teens to become authorized users on a parent's debit card. Teens who have already established a relationship with a bank may be more likely to continue working with that bank when they turn 18 or begin earning their own income; Kotler, (1997).

Hello cash

Hello Cash is the number 1 mobile and agent banking (mobile money) service in Ethiopia provided by banks and micro finances. Hello Cash allows you to do financial transactions from the convenience of your mobile phone. It is convenient, efficient, fast, secure, and operates 24-hours a day, 7-days a week. Hello Cash is the, fastest and most reliable way of sending money to family and friends instantly. And it can be done any time day or night from the convenience of your mobile phone. Hello Cash has a network of agents and service providers all over the country that can deposit cash as well as provide you with cash withdrawals from your mobile wallet account. They also provide you with some assistance and support.

You can deposit and withdraw cash at any hello Cash agent and participating branches throughout Ethiopia. All processes require you to enter your hello Cash secret PIN code to access to your account. And even if you lose your mobile phone, you will not lose your money.

2.2.6 The Relationship between Sales Promotion Strategy and Sales Performance.

The business environment has become very competitive in the 21st century due to the growth in technology, infrastructure and access to information around the globe. This has made the environment very complex and consumer preferences keep changing because of the low switching cost in the market. Due to this increasing demand of consumers in the market, management of business organizations have to increase their resources with attention focused more on attracting and retaining its customers; Kotler, (2003).

The ever increasing competition in the global market has prompted organizations to be determined and ensure satisfaction of customer needs and wants more efficiently and effectively than ones competitors; Kotler, (1988).

Sales promotion refers to the provision of incentives to customers or to the distribution channel to stimulate demand for a product. Sales promotion is an initiative undertaken by organizations to promote and increase sales, usage or trial of a product or services; Aderemi, (2003). It is an important component of an organizations overall marketing strategy along with advertising, public relations and personal selling. Sales promotion acts as a competitive weapon by providing an extra incentive for the target audience to purchase or support one brand over the other. It is particularly effective in spurring product trials and unplanned purchases, Aderemi, (2003).

Sales promotion is a marketing activity that adds to the basic value proposition behind a product (i.e. getting more for less) for a limited time in order to stimulate consumer purchasing, selling effectiveness or the effort of the sales force (Aderemi, (2003).

Sales promotion may be directed either at end consumer or at selling intermediaries such as retailers or sales crews. Sales promotion can be an effective tool in a highly competitive market, when the objective is to convince retailers to carry a new product or influence consumers to select it over those of competitors. More so, sales promotion tend to work best when it is applied to items whose features can be judged at the point of purchase, rather than more complex, expensive items that might require hands of demonstration; Kotler and Keller, (2006).

Kristina, (2006) recommends that promotional strategies should be designed as per the nature of services to be promoted. The advertisers should seek a narrative approach to communicate the service experience rather than a logical, argumentative approach. Location convenience, speed of

service, competence and friendliness of bank personnel are also the most important points with maximum value in banking services Laroche et al., (1986). While formulating marketing strategy, a bank should focus attention on:- consumer sovereignty, attitude, responsiveness and personal skills of bank staff, revitalizing the marketing department, top management support to the marketing department and participation of marketing personnel in key bank decisions; Kumar, (1991).

Sales promotion includes communication activities that provide extra value or incentives to ultimate customers, wholesalers, retailers or other organizational customers. It also stimulates sales product trial; Kotler and Keller, (2006). Sales are the lifeblood of a business, without sales there would be no business in the first place; therefore it is very important that if a business wants to succeed, it should have a sales promotion strategy in mind. The primary objective of a sales promotion is to improve a company's sales by predicting and modifying your target customers purchasing behavior and patterns.

Sales promotion is very important as it not only helps to boost sales but it also helps a business to draw new customers while at the same time retaining older ones. There are a variety of sales promotional strategies that a business can use to increase their sales, however it is important that we first understand what a sales promotion strategy actually is and why it is so important; (<http://www.studymode.com>).

A sales promotion strategy is an activity that is designed to help boost the sales of a product or service. This can be done through an advertising campaign, public relation activities, a free sampling campaign, a free gift campaign, a trading stamps campaign, through demonstrations and exhibitions, through prize giving competitions, through temporary price cuts, and through door-to-door sales, telemarketing, personal sales letters, and emails. The importance of a sales promotion strategy cannot be underestimated. This is because a sales promotion strategy is important to a business boosting its sales; (<http://www.studymode.com>).

The consumer mostly goes through about five steps in taking one purchase decision. These include Problem recognition, Information search, Evaluating of alternatives, Purchase decisions, Purchase and Post Purchase evaluation. Actual purchasing is only one stage of the process and not all decision processes lead to a purchase. If our sales promotion strategy is good, it is very

important for our company. Also not all consumer decisions will include all the stages but will depend on the degree of complexity and risk involved; (<http://www.studymode.com>).

As the sales promotion strategy of the company increases from time to time the sales performance of the company will increase highly. Because sales promotion is an activity or pressure that we put on our sales person to sell more of the product of the company. This will increase the activity of the company to the better condition. If our company sales promotion is low when compared to our competitors, we can easily be forced to leave the market by our competitors. So they have a positive relationship. However, most organizations don't achieve the level of marketing performance that will yield returns for them, hence some organizations experience sub-optimal or even outright poor marketing performance. As a result, firms get worried about the contributions of their promotion strategies to marketing performance notwithstanding the large budget used to maintain it sometimes. Thus with the notion that trade sales promotion strategies are positively correlated with marketing performance, organizations view incompetent trade promotion strategies with serious concerns; (www.ccsenet.org/ijms).

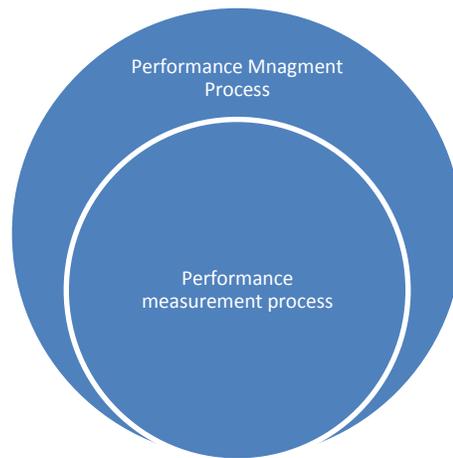
2.2.7 Background of Awash International Bank S.C.

Awash International Bank S.C. was established as a first private bank after the dawn fall of the Dergue regime and introduction of market economic policy in 1991. Initially, it was established by 486 founder shareholders with a paid-up capital of Birr 24.2 million. It was licensed on November 10, 1994, and started banking operations on February 13, 1995. The number of shareholders and paid up capital have been increasing continuously and currently its capital stood at Birr 1.5 billion. However, the 13th Extraordinary Annual General Meeting of the shareholders of AIB endorsed the increase of paid-up capital to Birr 3 billion and subscribed capital to 6 billion within the coming three years; (www.awashbank.com).

Awash International Bank S.C is also the first private bank to build its own head quarter and other buildings in different areas. (Annual Management Report – Engineering Department, 2014/15). Currently, the Bank has total of 255 branches of which 126 branches are located in Addis Ababa while the remaining 129 branches are located in regional towns; (Annual Management Report – Branch Affairs Directorate, 2015/16).

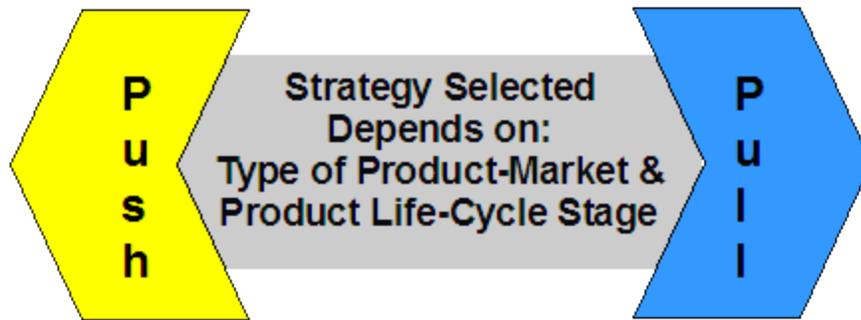
2.3 Empirical review

In the process of carrying out the research under consideration, the student researcher has noted various research works conducted on customer sales promotion strategy and sales performance. Meanwhile, the below listed research works are carried out using different models of Sales promotion strategy and sales performance, however much concentration is given to those research works carried out based on;(Lebas M.J). Well known conceptual framework-in order to conduct a detail analysis on the concepts and findings.



Conceptualization of Performance Measurement and Performance Management with Respect to One Another. After; Lebas M.J. (19950). Performance Measurement and Performance Management. International Journal of Production Economics. 41(1-3) pp23-35.

There are three types of sales promotion strategies: Push, Pull, or a combination of the two. A **push** strategy involves convincing trade intermediary channel members to "push" the product through the distribution channels to the ultimate consumer via promotions and personal selling efforts. The company promotes the product through a reseller who in turn promotes it to yet another reseller or the final consumer. Trade-promotion objectives are to persuade retailers or wholesalers to carry or sell a brand, give a brand shelf space, promote a brand in advertising, and/or push a brand to final consumers. Typical tactics employed in push strategy are: allowances, buy-back guarantees, free trials, contests, specialty advertising items, discounts, displays, and premiums.



It is the articles shared by Smritchand

A **pull** strategy attempts to get consumers to "pull" the product from the manufacturer through the marketing channel. The company focuses its marketing communications efforts on consumers in the hope that it stimulates interest and demand for the product at the end-user level. This strategy is often employed if distributors are reluctant to carry a product because it gets as many consumers as possible to go to retail outlets and request the product, thus pulling it through the channel. Consumer-promotion objectives are to entice consumers to try a new product, lure customers away from competitors' products, and get consumers to "load up" on a mature product, hold & reward loyal customers, and build consumer relationships. Typical tactics employed in pull strategy are: samples, coupons, cash refunds and rebates, premiums, advertising specialties, loyalty programs/patronage rewards, contests, sweepstakes, games, and point-of-purchase (POP) displays. So starting from the above mentioned articles there are three types of the sales promotion strategy and that they have a positive relationship between all of them, as I can understand from the above studies.

According to; Kristina, (2006), promotional strategies should be designed as per the nature of services to be promoted but does not explain how strategies influence performance of a firm; Arshadi and Lawrence, (1987) and Revell ,(1980), have concentrated on measuring business performance but failed to establish how promotional strategies influence performance. It depicts that if the promotional strategy of the company is good, directly it have a positive effect on the performance of the bank.

Promotion is more important in changing the timing rather than the level of purchasing because customers tend to buy earlier; Doyle and Saunders, (1985).Promotion is the marketing effort

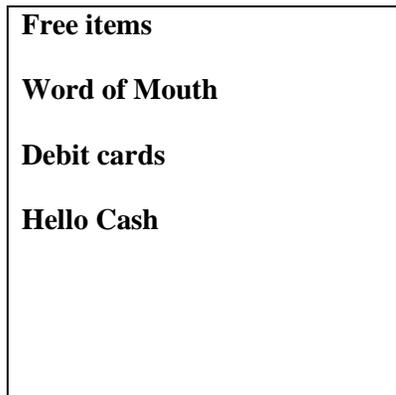
designed to communicate to an organization's target market. Promotion is, undoubtedly, the most visible element of the marketing mix; Govoni, Eng and Galper, (1986) ;Gultinan and Paul,(1994) Lamb, Hairand McDaniel, (1992); Pride and Ferrel, (1989).

There is growing emphasis on designing the best marketing promotional strategies for targeting and maintaining consumers. Good promotional strategy encompasses advertising, salespromotion,publicrelations,andpersonalsellinginordertocommunicatewiththeirpresentandpotentialconsumers; Kotler,1994).Promotions is responsible for moving the demand curve upward and to the right by utilizing some or all of the elements of the promotion mix-advertising, personal selling, and publicity along with sales promotion; Ward and Hill, (1991).

Moreover, a great number of the studies conducted since now, have mainly analyzed the relationship between the type of promotion used to increase the sales of a specific product and the related quality perception felt by the consumer; Zeithaml, (1988).

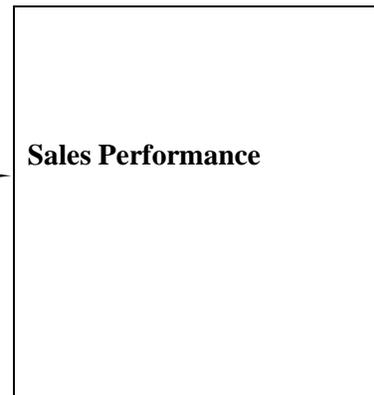
2.4 Conceptual Frame work of Sales Promotion strategy and sales performance

In dependent Variables



Sales promotion strategy

Dependent Variables



Sales performance

Source; (www.awashbank.com)

Chapter Three

3. Research Design and Methodology

This chapter presents details of the research design and methods. This includes the research design, Research Approach, population and sampling, data collection tools, Study variables, Validity and reliability of instrument, Data analysis techniques, and ethical considerations. At the end the method of data analysis was presented.

3.1 Research Design

Descriptive research method has been used. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, group or situations; Kothari, (2004). So the researcher used the descriptive research methods.

3.2 Research Approach

Quantitative approach is used for the respondents, listed questions are raised and response choices are predetermined. According to; Svensson, (2003). The quantitative research approach is used to investigate the perceptions and problem of the study and to discover the hidden values, feelings, attitudes and motivations. It uses deductive approach, related to the topic by analyzing and collecting the data; Bryman and Bell, (2007). The researcher used both qualitative and quantitative research or mixed research approaches in coming out with the necessary data.

Qualitative research techniques are used to explore describes the sales promotion strategy and sales performance of awash international bank S.C. The research was based on a structured questionnaire that allowed collecting quantitative data in a standardized format suitable for analysis. The researcher used mixed research approach.

3.3. Population and Sampling Technique

The populations of this studies are both employees and customers of the bank. The total number of branches in Addis Ababa was one hundred thirty three (133). Among these branches eight of them are called grade one braches or special branches. This branches are includes:- Head office branch, Kolfe Branch, Gofasefer Branches, Merkato branches, 22 Mazoriya branches, Legehar

branches, Addis Ketema branches and Stadium branches. From this branches three of them were selected namely Stadium branch, Legehar branch, and Head Office branch. Because all of the above mentioned branches more or less provide the same level of service when compared to others remaining. This is the main reason why the researcher chooses three of them only. In selecting the research subjects, stratified random sampling was used. The sampling method helps for a population from which sample was to be drawn does not constitute homogeneous group. Thus, stratified sampling technique was generally applied in order to obtain a representative sample.

Under stratified sampling the population of the study was divided into two: customer service Officers of the bank and customer of the bank. In the study customer service officer refers a person who was hired by the banks to serve in the front line and directly deals with customers of the banks whereas customer refers any person who uses the service of the bank. The selection of the sample was limited to customer service officers and customer of the bank. Because, the objective of the study was only effect of the Sales Promotion Strategies on the Sales Performance of the bank. Sub-populations that were individually more homogeneous than the total population and selecting items from each stratum constitute a sample of the study.

Since each stratum was more homogeneous than the total population, the researcher was able to get appropriate estimates. For the purpose of the study the strata were formed on the basis of common characteristics of the items to be put in each stratum. This means that various strata formed in such a way to ensure elements being most homogeneous within each stratum and most heterogeneous between the different strata. Thus, strata were purposively formed on the basis of personal judgment of the researcher. The researcher has been taken small samples of equal size from each of the proposed strata (customer and customer service Officers) and then examining the variances within and among the possible stratifications, deciding an appropriate stratification.

While using stratified sampling method, selection of items for the sample from each stratum of the study, resorted to simple random sampling. Considering the study, the researcher used proportional allocation method under which the sizes of the samples from the different strata were kept proportional to the sizes of the strata. In this study, if P_i represents the proportion of

population included in stratum i and n represents the total sample size, the number of elements selected from stratum i was $(n.P_i)$. The formula was developed by Taro Yamane (1967). It is calculated as follows:

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

Where n is the sample size,

N is the population size, and

e is the level of precision or sampling error = (0.05)

$$n = \frac{127}{1 + 127(0.05)^2} = 96$$

$$N_1 = 96(29/127) = 22$$

$$N_2 = 96(73/127) = 55$$

$$N_3 = 96(25/127) = \underline{19}$$

96

The total population of the study were 127 (source primary data) which were divided into three strata of size $N_1 = 29$, $N_2 = 73$, and $N_3 = 25$. Based on proportional allocation, the sample sizes under the different strata: For strata with $N_1 = 29$, we had $n_1 = n . P_1 = 96 (29/127) = 22$. Similarly, for strata with $N_2 = 73$, then $n_2 = n . P_2 = 96 (73/127) = 55$, and for strata with $N_3 = 25$, then $n_3 = n . P_3 = 96(25/127) = 19$ Thus, using proportional allocation, the sample sizes for different strata were 22, 55 and 19 respectively which was proportional to the sizes of the strata viz., 29: 73: 25. The researcher designed a sample of size $n = 96$ for both customers and staff of the bank, desired to be more representative in relation with population of the study size (Stadium branch, Legehar branch and Head office branch) and the population of the study was represented as $N_1 =$ stadium branch, $N_2 =$ Legehar branch, and $N_3 =$ Head office branch. Proportional allocation is considered most efficient and an optimal design when the cost of selecting an item is equal for each stratum, there was no difference within-stratum variances, and

the purpose of sampling happens to be to estimate the population value of some characteristic ; Kothari , (200463).

3.4. Data collection Tools

For the proper achievement of the objectives of the study; the researcher was used primary data source. Primary data was collected using questionnaires. Questionnaires were distributed to the customers of the banks and customers of the awash international bank S.C. The variables were attitudinal and measured using Likert scale with five response categories (strongly disagree, disagree, Neutral, and agree strongly, agree). “The Likert scale method was preferred to make questions interesting to respondents and there by enhance their cooperation, ultimately to ensure maximum response rate”; Robson Colin, (2002).

3.5. Procedure of Data Collection

The researcher sought permission from all 3 branches of the banks from Addis Ababa city branches. After permission is granted, the questionnaires were distributed to the respondents. The survey pack included a copy of the cover letter, and the questionnaire. Collection of responded questionnaire was started after a week from date of administration and continued for a month.

3.6 Study Variables

Based on the objectives of the study, the paper has both the independent and dependent variables. The independent variables are sales promotion strategy and the dependent variables are sales performance.

3.7.1 Validity

There are two major criteria which applied to evaluate the quality of the study. These are validity and reliability. According to; Patton, (2001), the two factors validity and reliability should be considered by a qualitative researcher in order to judge the quality of the study, designing the study and analyzing results. Validity can be assessed using theoretical or empirical approaches. Like cronbach’s theoretical assessment of validity focuses on how well the idea of a theoretical construct is translated into or represented in an operational measure; Anol, (2012).

In this regard the validity of the current study was addressed through the review of related literatures and adapting instruments used in previous research

3.7.2 Reliability of Instruments

Reliability refers to the absence of random error, enabling subsequent researchers to arrive at the same insights if they conducted the study along the same steps again; Yin, R. K., (2003). To increase the reliability of the survey, the researcher do its own efforts. The Cronbach's' alpha result is 0.82 greater than 0.7, revealing adequately reliability.

3.8. Methods of Data Analysis

The researcher analyzed the data gathered through close ended questionnaires with the aid of SPSS (Statistical Package for Social Science) version twenty (20) which consists of descriptive statistics in terms of mean, percentage, and standard deviation.

3.9. Ethical consideration

According to; Bhattacharjee, (2012) research ethics include voluntary participation and harmlessness, informed consent, anonymity and confidentiality and research obligation in disclosure. Based on this, all ethical consideration listed above is applied throughout the research process. The research has not been exposed to any other person other than the principal investigator and the entire study subject will be assured their responses are kept confidential.

CHAPTER FOUR

Data Presentation, Analysis and Interpretations

4.1 Demographic Characteristics of the Respondents

A total of 96 questionnaires were distributed and 90 usable questionnaires were collected. The collected data were analyzed with the statistical package for social science (SPSS version 20). The following table presents frequency statistics of demographic variables.

Table 4.1.1 Age frequency

	Frequency	Percent
less than 20	2	2.2
20-25	25	26.8
Valid 25-30	40	43.4
Above 30	23	23.6
Total	90	96.0

Source: Computation from the Survey data (2017)

When looking the age structure of the respondents of the study 2 respondents (2.2%) are found to be in the range of less than 20 years old. The second respondents of the study 25 respondents (26.8%) are found in the range of 20-25 years old of the age structure. The first higher respondents of the study 40 respondents which represent (43.4%) are between 25-30 years old. The remaining respondents 23 which represents (23.6%) are above the age of 30 out of 90 questionnaire collected and used. From the above results we conclude that majority of the respondent are the working age and they are more vulnerable for the sales promotion strategy and sales performance of the bank.

Table 4.1.2 Gender Characteristics of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	57	59.3	59.3	59.3
Valid Female	33	36.7	36.7	96.0
Total	90	97.0	96.0	

Source: Computation from the Survey data (2017)

The frequency statistics which have been used to analyze the demographic characteristics of the respondents reveal that the majority of the respondents are male which represents 57 (59.3%) out of the 90 questionnaire collected. The rest of 33 respondents which represent (36.7%) are female.

Table 4.1.3 Educational Level of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
High school graduate & below dip or TVET	12	13.3	13.3	13.3
Valid First degree	66	72.3	72.3	82.7
Second Degree & Above	12	10.4	10.4	96.0
Total	90	96.0	96.0	

Source: Computation from the survey data (2017)

Regarding the educational level of the respondents, as it is showed in the above table, 12 respondents (13.3%) are high school graduate and above Diploma or TVET, 12 respondents (10.4%) are graduate level or above second degree, and the remaining 66 respondents (72.3%) are the holder of first degree. From the above table we can infer that majority of respondents have a good educational background.

Table 4.1.4 Monthly Average Income of the respondents

	Frequency	Percent
Less than 10000	62	68.9
10000-15000	17	18.9
Valid 15000-20000	10	11.1
Above 20000	1	1.1
Total	90	100.0

Source: Computations from the survey data (2017)

Eventually, 62 respondents of the study monthly income is less than 10000 birr per month which represents 68.9%, respondents monthly income in average of 10000-15000 birr is 17 respondents which accounts 18.9%, respondents monthly income in the range of 15000-20000 birr accounts 11.1% and the remaining respondents 1 which representing 1,1% will earn above 20000 birr per month.

Table 4.1.5 Bank Service Type of the Respondents

	Frequenc y	Percent
Mobile Banking	36	39.0
Internet banking	22	23.4
Valid Interest free banking	9	10.0
Awash Debit Card Banking	23	23.6
Total	90	96.0

Source: Computation from the Survey data (2017)

As shown from the above table 4.5, most of the respondents 36 which represents 39% are using mobile banking, 22 respondents which represents 23.4% are using internet banking, 9 respondents which represents 10% are using interest free banking and the remaining 23 respondents which representing 23,6% are using awash debit card banking.

Table 4.1.6 how long you have been working in the Awash International S.C

	Frequenc y	Percent
1-5	45	49.1
5-10	30	30.3
10-15	13	14.4
Above 15	2	2.2
Total	90	96.0

Source: Computation from the Survey data (2017)

As shown from the above table, the most of the respondents 45 which represents 49.1% are working in awash international bank from 1-5 years, the second largest respondents 30 which representing 30.3% are working in the awash international bank S.C from 5-10 years, 13 respondents which representing 14.4% are working between 10-15 years in the bank and the remaining 2 respondents which representing 2.2% are working in the bank above 15 years.

4.2 Reliability Scores of the variables

Table 4.2.1 Reliability test of the variables

No	Variables	N	Scale Alpha
1	Sales performance	4	0.80
2	Free Items	4	0.89
3	Word of Mouth	4	0.73
4	Debit Cards	3	0.89

Source: Computation from the Survey data (2017)

Measurement of the reliability were tested and found to be acceptable i.e, coefficient alpha for the scale were found reliable where Cronbach's' alpha of constructs were greater than 0.7, revealing adequately reliability.

4.3 Descriptive statistics of the variables

Table 4.3.1 Comparison of Mean and Standard deviation scores

	N	Mean	Std. Deviation
Free items	90	3.7694	.75068
Word of Mouth	90	3.7583	.72326
Debit Cards	90	3.8500	.74653
Hello Cash	90	3.2148	.98593
Sales Performance	90	3.9667	.70838
Valid N (listwise)	90		

Source: Computed from the Survey Data (2017)

As per the above table the mean score of the awash international bank free items are 3.7694 and the standard deviation of .75068, awash international bank word of mouth mean score is 3.7583 and standard deviation is .74653, the awash international debit card mean score is 3.8500 and .98593 and hello cash mean score is 3.2148 and standard deviation is .98593. So starting from the above mean values most of the response portrayed is towards agrees. This implies that awash international bank free items, word of mouth and debit cards have strong attachment with the sales promotion strategy and sales performance of the bank. And hello cash has no strong attachments with sales promotion strategy and sales performance of the awash international bank, due these facts the researcher removed from the whole analysis parts.

It has been observed in the above table that almost all the mean are similar except hello cash. High standard deviation means that the data are wide spread, which means the customers give variety opinion on the free items, word of mouth and debit cards of the awash international bank which is given by the bank to promote the sales promotion strategy of the bank. The low standard deviation means the customers express very low opinion on the awash international bank Hello cash.

4.4 Correlation Analysis of the Variables

Correlation analysis is used to investigate the relationship between independent variables that are correlated with one another and with the dependent variable. It interprets the strength of the relationship between variables. This study employs correlation analysis, which investigates the strength of relationships between the study's variables. Pearson correlation analysis was used to provide evidence of convergent validity. Pearson correlation coefficients reveal the magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). General guidelines of the relation of .10 to .30 are considered small, correlations of .30 to .70 are considered moderate correlation and of .70 to .90 are considered large and correlations of .90 to 1.00 are considered very large. As per shown on the above table 4.4 the coefficients show that the five elements of the sales promotion strategies and sales performance were all strongly correlated except the hello cash from both independent dependent variables, within the range of 0.553-0.762 all of them are significant at $P < 0.01$ and $P < 0.05$ level.

Table 4.4 Correlation of the variables

		Free items	WOM	DC	HC	PERFOR	Mean	St.D
free items	Pearson Correlation	1	.749**	.762**	.228*	.553**	3.7694	0.75068
	Sig. (2-tailed)		.000	.000	.030	.000		
	N		90	90	90	90		
WOM	Pearson Correlation		1	.680**	.418**	.594**	3.7583	0.72326
	Sig. (2-tailed)			.000	.000	.000		
	N			90	90	90		
DC	Pearson Correlation			1	.286**	.541**	3.8500	0.74653
	Sig. (2-tailed)				.006	.000		
	N				90	90		
HC	Pearson Correlation				1	.168		
	Sig. (2-tailed)					.113	3.2148	0.98593
	N					90		
PERFOR	Pearson Correlation					1		
	Sig. (2-tailed)						3.9667	0.70838
	N							

Source: Computation from the Survey Data (2017)

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

***** correlation is significant at the 0.05 level (2-tailed)

The correlation of the variables is shown in the table 4.4, each variables correlates perfectly with itself, as evidenced by the coefficient of +1.00 at the intersection of a particular variables row and column. According to the table 4.4 Pearson correlations matrix shows as only word of mouth and free items has strong association with the overall sales performance with a value of 0.68 and 0.749. As per the reason's correlation, the r value range from >0.05 shows the variables are strongly correlated. The other dimensions debit cards has medium association with overall sales performance of the awash international bank with the value of 0.541 and hello cash have a negative correlation with the overall sales performance with the value of 0.113. So awash international bank is not recommended to use the fourth variables called hello cash because it is have negatively correlated with other sales promotion strategy and sales performance of the bank.

4.5 Regression Analysis of the variable

Regression fit a predictive model to data and uses that model to predict the values of the dependent variable from one or more independent variables. The significance level of 0.05 was used with 95% confidence interval. The dependent variable was overall sales performance and the independent variables are free items, word of mouth, debit cards and hello cash. We use this model to examine the direct effect of the sales performance towards awash international bank.

Table 4.5.1 Effect of the independent on the dependent variable

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553 ^a	.305	.298	.59369
2	.594 ^a	.353	.345	.57321
3	.541 ^a	.292	.284	.59926

Source: Computed from the Survey Data (2017)

We observed in the table 4.5.1, model summary, from the data analysis in the above table 4.5.1 R (0.553^a) Indicates correlation of the four independent variables with the dependent variable overall sales performance Explained or affected approximately 29% (R square) of the variance of the sales performance and the remaining 71% is by other variables. This result indicates that

there may be other variables that could have been neglected by the current study in predicting sales performance.

We observed in the table 4.5.3, model summary, from the data analysis in the above table 4.5.3 R (0.594a) Indicates correlation of the four independent variables with the dependent variable overall sales performance Explained or affected approximately 35% (R square) of the variance of the sales performance and the remaining 65% is by other variables. This result indicates that there may be other variables that could have been neglected by the current study in predicting sales performance.

We observed in the table 4.5.6, model summary, from the data analysis in the above table 4.5.1 R (0.541a) Indicates correlation of the four independent variables with the Dependent variable overall sales performance Explained or affected approximately 29% (R square) of the variance of the sales performance and the remaining 71% is by other variables. This result indicates that there may be other variables that could have been neglected by the current study in predicting sales performance.

Table 4.5.2 ANOVA

Model	Sum of scores	df	Mean score	F	Sig
1 Regression	13.643	1	13.643	38.708	.000
Residual	31.017	88	.352		
Total	44.660	89			
2 Regression	15.746	1	15.746	47.921	.000 ^b
Residual	31.017	88	.329		
Total	28.914	89			
3 Regression	13.059	1	13.059	36.364	.000 ^c
Residual	31.601	88	.359		
Total	44.660	89			

Source: Computed from the Survey Data (2017)

Dependent variable: Sales performance

Predictors: free items, word of mouth and debit cards.

The above table 4.5.2 ANOVA test, it is noticed that F value of the 38.708% is significant at the 0.000 level. Therefore, from the result, it can be conducted that with 29% of the variance (R-

square) in sales performance is significant and the model is appropriately measure the latent construct.

The above table 4.5.2 ANOVA test, it is noticed that F value of the 47.921% is significant at the 0.000 level. Therefore, from the result, it can be conducted that with 35% of the variance (R-square) in sales performance is significant and the model is appropriately measure the latent construct. The above table 4.5.2 ANOVA test, it is noticed that F value of the 36.364% is significant at the 0.000 level. Therefore, from the result, it can be conducted that with 29% of the variance (R-square) in sales performance is significant and the model is appropriately measure the latent construct

CHAPTER FIVE

Summary, Conclusion and Recommendations

5.1 Summary of major findings

The basic objective of this study was to assess the sales promotion strategy and sales performance. Under it the researcher objected: to investigate the relationship between sales promotion strategy and sales performance by examining customers expectation and perception plus internal employees of the company to examine their sales promotion strategy and sales performance of the awash international bank. Identifying the dominant sales promotion strategy dimension that has strong relation with sales performance in the banking sector. When we look at the customers rating of the overall sales promotion strategy they receive it is above average which shows that most of the customers receives quality sales promotion and good service as the mean index points. The study also examines the association between the sales performance and the four elements of sales promotion strategy to determine the reasons for which sales promotion strategy element affects the sales performance more importantly.

In order to accomplish the set objectives the researcher distributed 96 questionnaires to sample respondents (customers) in awash international bank S.C from April 4, 2017-April 28, 2017(twenty five days) and collected 90 completely filled questionnaires for data analysis. Out of the sample of 90 respondents, 63.3% were males and 36.7% were females; the age groups of the respondents were 2.2% less than 20 years old, 27.8% of were between 20-25, 44.4% between 25-30 and 25.6% above 30 years old. Out of the total respondents 13.3% of the respondents are High school graduate and below Diploma/TVET/, 73.3%, of the respondents are first degree holders and the remaining 13.3% of the respondents are second degree and above. Out of the respondents 68.9% monthly income is less than 10,000 birr, 18.9% monthly income is between 10,000- 15,000 birr, 11.1% monthly income is between 15,000 – 20,000 birr and the remaining 1.1% of the respondents earn monthly income is above 20,000 birr. Out of the respondents 20% of the respondents are bank tellers, 12% of the respondents are customer service manager, 3% of the respondents are branch manager and the remaining 65% of the respondents are others. Out of the respondents 40% is using mobile banking, 24.4% of the respondents are using internet banking, 10% of the

respondents are using interest free banking and the remaining 25.6% of the respondents are using awash debit banking.

The computed mean score of the free items as shown on the above analysis table are 3.7694 and the standard deviation of .75068, word of mouth mean score is 3.7583 and standard deviation is .74653 debit card mean score is 3.8500 and .98593 and hello cash mean score is 3.9667 and standard deviation is .70838. So starting from the above mean and standard deviation values most of the response portrayed is towards agrees. This implies that awash international bank free items, word of mouth and debit cards have strong attachment with the sales promotion strategy and sales performance of the bank. And hello cash has no strong attachments with sales promotion strategy and sales performance of the awash international bank, due these facts the researcher removed from the whole analysis parts about hello cash variables.

According to the multiple linear regressions the findings indicates that 55.3% of the sales performance is influenced by sales promotion strategy dimensions, which means by free items, word of mouth, debit cards and hello cash together. However, the remaining percentage 44.7% is influenced by other variables which are already mentioned in the study. Therefore, in measuring the sales promotion strategy the bank have to take care of by including all the other factors which will affect the sales performance of the bank.

Based on the multiple linear regression analysis, the table 4.5.8 reveals that the impact of each sales promotion strategy dimensions and their significance. The impact of free items, word of mouth, debit cards and sales performance are 0.89, 0.73, 0.89 and 0.80 respectively.

5.2 Conclusion

The main objective of this study is to examine the concept of four dimensions of the sales promotion strategy such as free, word of mouth, debit cards, hello cash towards sales performance in awash international bank S.C. Based on previous theories and researches regarding sales promotion strategy and its outcomes, this study shows that there is a clear association between sales promotion strategy and sales performance, which helps to

deeply understand the relationship and interaction between sales promotion strategy and sales performance.

Banking services are an important part of services industry. Usually satisfied customers will also complain about the services provided by the particular bank. Now, banks managers knew that delivering quality service to customers is very important for success and survival in today's global competitive banking environment. In this relation, the bank must prepare valuable information to build strong relationship with the customers for the purpose of gaining their loyalty and hence preventing them from switching to other banks. Sales performance is viewed as a strategy to attract, maintain and enhance customer relationships.

The findings support the examination points that sales promotion strategy dimensions can enhance the quality of a buyer-seller and service provider relationship and in turn increase the performance of the banking sector. Free items, word of mouth and debit cards are not the only the desired outcomes of sales promotion strategy but also the background of sales performance. According to the Pearson correlation analysis, it can be evidently seen as that the four sales promotion strategy dimensions namely. Free items, word of mouth and debit cards are positively related to sales performance in awash international bank S.C.

The level of free items is high from the perception customers of awash international bank in the four districts of Addis Ababa, specifically in the grade one of the branches which is included under this study with proportional Correlation level of (55.3%). Employees of the bank are trustworthy, the bank is consistent in providing quality service ,the customers have confidence in the bank's service quality, the bank fulfils its obligation to customers in the customers experience, the bank taken as reliable entity ,the bank is always honest to the customer, the bank has the ability to meet its promises, where the bank is very concern with security for the customer's transactions, the bank promises are reliable, employees of the bank show respect to customers, the bank has an accurate records for the transactions and the bank has a competent staff who deliver the services well, all these causes enhance the trust underpinning in the customer's eye. Making very good promotion and provide the competent service as agree on the promotions.

The level of word of mouth is high from the perception customers of awash international banking the four districts of Addis Ababa, specifically in the grade one of the branches which is included under this study with proportional Correlation level of (59.4%). The bank promise always to provide good and fair banking practices, the bank offers personalized services to meet customers' need , makes certain that, the ethical principles are based on integrity and transparency , flexible in serving customer' needs, and the relationship with the bank is based on mutual commitment.

The Bank's commitment to its customers is always focus on providing easy and speedy procedures, the relationship with the bank is one that the customer is very committed to continuing it, the relationship with the bank is worth the customers' effort, and all these reasons increase the commitment level in the customer's behavior. Even the slogans of the awash bank is always remembered by their customers from child to elders because it is very common and known by the river name called awash which is start from Ethiopia and ended in Ethiopia, without crossing the boundary of the country. This has increased the credit of this bank and makes him the giant and first rank bank in Ethiopia in 2016.

The level of usage of the debit cards is relatively moderate from the perception of customers of awash international bank in the four districts of Addis Ababa, specifically in the grade one of the branches which is included under this study with proportional Correlation level of (54.1%).

Where the level of debit card is highly correlated Where the customers of the bank believes that the bank reacts quickly when things go wrong with the customers transaction , employees of the bank gives individual attention to the customers, the bank staffs always help the customers with any questions the customers have about the bank services, Employees of the bank understand the customers' specific need, Employees of the bank have the customer's best interest of spirit, the bank has convenient operating 24 hours to the customers , all of these things enhance debit cards in the mind of banks 'customers. Awash international bank debit cards are serving their customers for 24 hours and it is compatible for all 18 banks which are operating throughout Ethiopia. It can help customers in addition better than others bank debit cards that the customers can edit its pin codes without the help of the employees of the bank because it is more compatible, than others cards.

The finding of this study reveals that all the three sales promotion strategy dimensions had a significant and positive effect on the sales performance of the bank. Most of the customers also found that awash international bank as to its promotions or greater than their expectations. And this helped them to build up very good and positive image in the minds of their customers. Due to the awash international bank huge investment on the sales promotion strategy a lot of potential customers are attracted to work with awash bank, this create the bank to increase its deposit and loan amount. Even though the company is highly involved on the community activities such as sponsoring the different government meeting, artistic works, sponsoring graduate students, public road works, building of some hospitals and schools in different parts of the country. All the above mentioned issues help awash to build good brand image.

The basic sales promotion strategy which is used by awash international bank are free items, word of mouth, debit cards, as already explained by multiple linear regression and correlations. The sales performance management techniques used by awash international bank are: bring number of potential customers to the bank to open an account, make referral marketing and convince the customers to open new account with the bank, the amount of loan, the amount of deposit, by increasing the good will of the bank, amount of profit and service provided to the customers of the bank. Awash international bank is using pull sales promotion strategy, which attracts the customers by providing different types of service which attract potential customers.

5.3 Recommendations

The findings of this research also important evidence for managers who take charge of sales promotion strategy and sales performance. It is helpful for marketers to understand the effectiveness of sales promotion strategy and sales performance from customer's perspective. In light of the findings and conclusions made above, the following possible recommendations are suggested as being valuable to the awash international bank for improving sales promotion activities of the bank to assure sales performance. Here are some of the proposed recommendations for managers to be considered in order to improve and reinforce sales performance in awash international bank. In awash international bank the three sales promotion strategy underpinnings namely (free items, word of mouth and

debit cards) need to be enhanced and reinforced in order to keep and increase the sales performance through the following:

Generally speaking awash international bank should actively and continuously implement the foundation of sales promotion strategy, as this will have a direct impact on increasing the loyalty level of customers by developing trust, improving commitment, handling conflicts effectively, and enhancing the empathic behavior to be more specific the following recommendations are suggested.

- ❖ When hiring employees, awash international bank should look at the ability and interest of an employee to establish and maintain strong relationship with the customers and other employees of the organization. Potential candidates who are strong in trusting behavior, conflict resolution ability, strong commitment to the assigned tasks and adding with empathy should be considered.

- ❖ More efforts are needed to improve the level of free items by the continuous development of the services and benefits, training of employees to perform the service effectively, being consistent in providing quality services; fulfill the obligations to the customers, keeping a close eye to the customer transaction. To motivate employees and get their commitment, the bank should offer them a challenging work, attractive salary that recognizes the contribution of their effort towards the overall success of the business. Besides these, actions to make them participate in decision making activities, to provide an opportunity to learn and advance, and reward for their contribution have a lot to play in employees' motivation. Especially in the frontline and knowing how much each customers worth to the business. The more employees work together to keep existing customers satisfied, the lesser customer slow destruction will be.

- ❖ More efforts are needed to improve the level of commitment, where customers must be the core of the marketing process, must be given a special attention, the bank is flexible in serving the customers' needs, offers price reduction for existing customers, provide consultancy for them, and offering personalized services to satisfy the customers Once they are satisfied with the services that were provided by the banks, they will communicate about the bank or services to the other customers.

❖ Developing empathy through dealing with customers in a caring fashion, giving individualized attention to the customers, understand their specific needs and having the customers' best interest at heart. the bank should has also operating hours which are convenient to all customers In other words bank employees must treat their customers, in the way they would like to be treated.

❖ Eliminating the problems by solving conflicts as soon as possible in order to assure that bank system is well managed, has the ability to openly discuss solutions when problem arise, service providers show a sincere interest in solving customer complaints and making regular meetings to revise the conflicts and find solutions establish more efficient and effective ways of complaint handling procedures and communicate those procedures to customers'.

❖ It is also advisable to management to keep customers informed about changes that take place in the company well in advance instead of leaving them to know by chance. It's therefore important that effective conflict resolution mechanisms aren't only in placing but proactive, so as to pre-empt potential sources of conflict and address them before problems become manifest awash international bank should give greater attention to both getting new customers and retaining the existing ones in the advertisement and other promotional activities such as giving free items, debit cards, and expanding different word of mouth by the satisfied customers by using sales promotion strategy.

❖ It is also recommended that the bank should have the system to ask customers to comment about the service either verbally or on phone or in writing about their satisfaction with the service of the bank. Collecting feedback is not an end by itself; the bank should analyze the feedback periodically and must use them as a means of problem identification.

❖ Awash international bank should invest in its employees, especially on the frontline, to motivate them to serve customers best. Frontline employees should be trained to act in a manner that recognizes customers as a valuable asset.

❖ It is very important for the bank if they invest on the free items, word of mouth and debit cards of Awash International Bank, because if they intensively work on the free items they would get good customer feedback and the customers are satisfied on their free gifts such as free gift for under age of 18 years, college student gift like book, agenda, folder, pens and so on. When we take word of mouth it is a very valuable instrument to promote the sales promotion strategy of Awash International Bank, because in Ethiopia a lot of people prefer word of mouth rather than trying by themselves. The Awash International debit cards are very important when compared to other banks in Ethiopia, because the customers can edit, change their pin numbers and do what they want to do with their cards.

In general, Awash International Bank should make the whole system work with customers' preferences. As it is known, customers are the reason for the survival of the bank. So, the bank is expected to invest more on attracting new customers and retaining the existing ones. The bank should recognize the importance of sales promotion strategy in creating good sales performance and repetitions, and then implement them properly.

Reference

Aderemi, S. A. (2003). *Marketing Principle and Practice*. Mushin: Concept Publication Limited.

Anah, .A. (2008), the influence of the sales promotion on customer brand loyalty. *J. Busin. Finan.*, 2(1):ISSN 119-2399.

Anol Bhattacharje (2012). *Social Science Research: Principles, Methods and practices*: University of South Florida, USA.

Argyris C. (1990). The Dilemma of Implementing Controls: The Case of Managerial Accounting. *Accounting, Organizations & Society*. **15** (6) pp503-511.

Arshadi, N. and Lawrence, E. C. (1987), & Finance, 11, 33-48. An Empirical Investigation of New Bank Performance *Journal of Banking*

Bititci U.S., Carrie A.S. & Mc Devitt L. 1997. Integrated Performance Measurement Systems: A Development Guide. *International Journal of Operations & Production Management*. **17** (5) pp522-534.

Blattberg & Levin. (1987). Modeling the effectiveness and profitability of trade promotions. *Marketing Science Journal*, 6, 125-127

Bourne M., Kennerley M. & Franco-Santos M. 2005. Managing Through Measures: A Study of Impact on Performance. *Journal of Manufacturing Technology Management*. **16** (4) pp373-395.

Brassington, F. & Pettitt, S. (2000). *Principles of Marketing*, 2nd Edition, Harlow: Pearson Education Limited

Bryman, A. and Bell, E. (2003). *Business Research Methods*,. New York: Oxford University Press Inc

Czinkota, M.R. & Ronkainen, I.A. (2004). International marketing, 7th edition Ohio: Harcourt. Inc

C. R. Kothari, (2004). Research methodology: methods and techniques, New Age International, 2004, 8122415229, 9788122415223, 401 pages.

Dawes, J. & Brown, R. B. (2000) Postmodern Marketing: Research Issues for Retail Financial Services. Qualitative Market Research: An International Journal, Volume 3, Number 2, 90- 98

G.D.Garson, (2002), 'Customer loyalty in e-commerce', Journal of the Association for Information Systems, Vol. 3: 1, pp 27: 51.

George E.Belch and Michael A. Belch. (2001), "Advertising and Promotion: an integrated marketing communications perspective. 5th edition, McGraw –Hill North America

Geoffrey M., David Dem., and David F. (2005). Essentials of the Research Design and Methodology, New Jersey Columbia.

Globerson S. 1985. Issues in Developing a Performance Criteria System for an Organization. International Journal of Production Research. **23** (4) pp639-646.

Guiltian, J.P and G.W.Paul, (1982). Marketing Management Strategies and programs Mc-GrawhillInc, New York

<http://academia.edu.com>, February 2017

<Http//the balance.com> February 2017

<http://www.wisegeek.org>, February 2017

John B. Anderson, Arne Svensson, (2003), Springer Science & Business Media, (2003), 0306472791, 0306472791, pages 485

John.W. Creswell (1994), Qualitative and Quantitative research design methods.

Journal of Marketing, 58(1), pp.111-125. International Journal of Operations & Production Management. **25**(10) pp1013-1033.

- Julian, C.C. & Ramaseshan, B. (1994). The Role of Customer-contact Personnel in the Marketing of a Retail Bank's Services. *International Journal of Retail & Distribution Management*, Vol. 22 No. 5, 29-34
- Keller, K.L. (2003): *Marketing Management*. 12th Edition. Pearson Education Plc Ltd, India.
- Kotler and Armstrong, (2008), *Principle of marketing* 10th edition. Prentice Hall Inc, New York.
- Kotler, (1980). *Principle of Marketing* Eagle Wood Cliffs, New Jersey Prentice Hall Inc, New York.
- Kotler, P., Armstrong G., Wong, V., and Saunders, J., (2008), *Principles of Marketing*. (5th European edition), Pearson Education Limited.
- Kotler, P. (1984). *Marketing Management Analysis, planning, Implementation and control* 8th edition New Delhi Prentice Hall of India private limited.
- Kotler, P. (2003), *Marketing management*. 11th Edition, Prentice hall, New York.
- Kotler, P. and Keller, K.L. (2006): *Marketing Management*. 12th Edition. Pearson Education Plc Ltd, India.
- Kristina, H. (2006), "A Conceptual Framework of Online Banking Services", *Journal of Financial Services Marketing*; Vol. 12, pp. 39-52
- Kumar, A. (1991). *Marketing Strategies in the Banking Sector*, IBA Bulletin, Vol.6, pp.13-14
- Laroche, M., Rosenblatt, J.A. and Manning, T. (1986), *Services used and factors considered important in selecting a Bank, An investigation across diverse demographic segments*, *International Journal of Bank Marketing*, Vol.4 (1), pp.35-55.
- Lee, J. (2002). *A Key to Marketing Financial Services: the Right Mix of Products, Services, Channels and Customers*. *Journal of Services Marketing*, Vol. 16 No. 3, 238-258
- Lindström, J. (2003). *Konkurrenssituationen på den svenska bank marknaden*, Bachelor's Thesis, Luleå: Luleå Tekniska Universitet

MariolaPalazón-Vidal & Elena Delgado-Ballester (2005), "Sales promotions effect on the consumer based brand equity," International journal of Market Research 47, pp.179-204.

Marquardt, R. (1994). Banketableringarifr%ommandel%onder, Doctoral Thesis, Uppsala: Uppsala University

Meidan, A. (1996).Marketing Financial Services Hampshire and London: Macmillan Press Ltd

Mols, N.P. (2000). The Internet and Services Marketing ñ the case of Danks Retail Banking. Internet Research: Electronic Networking Applications and Policy, Vol. 10, No 1,7-18

Meidan, A. (1976). Branch Managers attitude on Bank objectives and Operations, Proceedings of European Academy of advanced research in Marketing Conference, France, pp.215-228.

Nanniet A.J., Dixon J.R. & Vollmann T.E. (1990). Strategic Control and Performance Measurement – Balancing Financial and Non-Financial Measures of Performance. Journal of Cost Management. 4(2) pp33-42.

Narasimhan, C. (1989). Managerial perspectives on trade and consumer promotions. Marketing Letters, 1,239-251. <http://dx.doi.org/10.1007/BF00640801>

Narasimhan R., Swink M. & Soo W.K. 1987. An Exploratory Study of Manufacturing Practice and Performance Interrelationships: Implications for Capability Progression.

Ndupu, (1987). Promotion takes the day, 1st edition. Advertising in Nigeria. Owerri Nigeria, 7(13). Nwielaghi, B. M. (2003). Trade sales promotion strategies and marketing performance in the soft drink industries in Nigeria. A Ph.dthesis yet defended, University of Port-Harcourt.

O'Neill J.R. (2006). Moving From Performance Measurement to Performance Management. Public Management (US). 88(3) pp29-30.

Parasuraman, A., Zeithaml, V. A. and Berry, L. (1988). SERVQUAL: A Multiple- Item Scale for Measuring Consumer Perceptions of Service Quality. Journal of Retailing, 64, spring, pp.12-40.

Parasuraman, A., Zeithaml, V. A., and Berry, L. (1994). Reassessment of Expectations as a Comparison Standard in Measuring Service Quality: Implications for Further Research.

Patton, A. (2001): 'Principles of Service Marketing', McGraw-Hill, New York, p. 227.

Peatti, S. & Peatti, K.(1994).Promoting Financial Services with Glittering Prizes. International Journal of Bank Marketing, Vol. 12, No. 6, 19-29

Philip Kotler. (1997), The Marketing Management Analysis, Planning, Implementation and control 9th edition PP. 625-661,Financial Management and Analysis of Projects (2006)

Radnor Z.J. & Barnes D. (2007). Historical Analysis of Performance Measurement and Management in Operations Management. International Journal of Productivity and Performance Management.56 (5/6) pp384-396.

Ray, S. and Suchetana B. (2006) Strategizing Advertisements in Services Sector, Marketing Mastermind, Vol.3, pp.23-29

Robson Colin, (2002). Real World Research, 2nd edition. USA: Black well Publishing.

Revell, J. (1980). "Costs and Margins in Banking: An International Survey", Paris,

OECD Zeithaml, V. A. (1988). Consumer Perceptions of Price, Quality, and Value: A Means---End Model and Synthesis of Evidence, The Journal of Marketing.

Taro Yamane, (2007). Elementary sampling theory, the University of Michiga, Prentice-Hall, 19679 Oct 2007. 405 pages.

Verhallen, T. M. M., Greve, H. &Frambach, R. T. (1997). Consultative Selling in Financial Services: an Observational Study of the Mortgage Mediation Process. International Journal of Bank Marketing, Vol. 15 No. 2,54-59

www.awashbank.com, December, 2016

www.yourarticlelibrary.com, February 2017

www.studymode.com, January 2017

www.awashbank.comAnnual_Report of the 2016

Yin, R. K (2003), Case Study Research Design and Methods (3rd edition),
Thousand Oaks,CA: Sage.

Appendices I

ST.MARY S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTEMENT OF MARKETING MANGEMENT

Dear respondent,

My Name is Mr. Tamiru Ebisa I am Class from St Mary's University Currently I am conducting

Thesis on the Title Sales Promotion Strategies and Sales Performance of the awash international bank S.C The Purpose of this questionnaire is to gather adequate information in awash international bank's sales promotion strategy and sales performance In Order to make the study more fruitful your response to the give question would be necessarily. All of your response to the give question would be used for the research and will be kept confidential Work

To the end I would like to forward my deepest gratitude for your unreserved cooperation in filling the questioner

Bank -----

Should you ask more on the raise items I am at your service on?

Mail:tamiruwm@gmail.com

Mobile+251938818181 or +251929141475

Thank you for your valuable thoughts and time!

The questionnaire has two parts these are sales promotion strategy (SPS) and Sales performance (SP)

Questionnaire for Employees

Part One: Demographic characteristics

Age: Age A 20 B. 20-25 C. 25-30 D. Above 30

Sex: A. Male B. Female

3. Education Level A. High school graduate and below Diploma /TVET

B. First Degree

C. Second degree and above

4. Monthly average income A. 10,000 birr B. 10,000-15000 birr

C. 15,000-20,000 birr D. Above 20,000

5. Current position A. Bank teller B. Customer Service Manager

C, Branch Manager D, others

6. Bank service type A. Mobile banking B. Internet banking

C. Interest free banking D. Awash Debit card banking

7. How long have you been working in awash international bank S.C

A.1-5 years B, 5-10 years 10-15 years D, Above 15 years

Part Two: Sales promotion Questions

The first part of the questionnaire measures the bank's sales promotion strategy by using a five-point Likert response scale which includes strongly disagree (1) disagree (2) Neutral (3) agree (4) and strongly agree (5)

		1	2	3	4	5
	Free items					
1	Awash international bank free items are user friendly					
2	The Awash international bank free items are easily recognizable					
3	The Awash international bank free items are communicative and fast while using					
4	Awash international bank free items are well designed and attractive					
	Word of Mouth					
1	Awash International bank Word of mouth is memorable and understandable for the users					
2	The Awash international bank word of mouth is a way of promoting the product and service of the bank					
3	Awash international bank word of mouth is the way of attracting the Potential customers					
4	Awash international bank word of mouth is more strong					

	when compared to their competitors					
Debit Card						
1	Awash international bank debit cards are too easy While using and changing the pin numbers					
2	Awash international bank debit card are accessible everywhere by their customers					
3	The Awash international bank debit card are available for 24 hours					
4	Awash international bank debit cards are more easy while using					
Hello Cash						
1	Awash international bank hello cash is more suitable while using					
2	Awash international bank hello cash is fast and safe					
3	Awash international bank hello cash safe time and the money of the users					
Sales Performance						
1	The Awash international bank employees are consistently courteous					
2	Customers are satisfied with the service of the employees of the awash international bank					
3	Awash international bank employees provide accurate information for the customers when requested					
4	Awash international bank provide diversified service for their customers					
5	Awash international bank employees serve the required number of customers in a given time					

Thank you again!

Declaration

I undersigned, declare that this thesis is my original work, prepared under the guideline of St. Mary's university post graduate school. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

TAMIRU

EBISA

DIDA

St. Mary's University College, Addis Ababa
2017

Signature

May,

Endorsement

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

Geremew Teklu (PhD)

Advisor

Signature

St. Mary's University College, Addis Ababa

June, 2017