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DEPARTMENT OF MARKETING**

**AN ASSESSEMENT OF PROMOTIONAL PRACTICE
IN THE CASE OF PETRAM PLC**

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Promotion is a term taken from Latin word (promovere) which means moving from one end to another. In marketing, Promotion means all those tools that marketers use to take his product from the factory to the customer and hence involves advertising, sales promotion, personal selling, public relations publicity and merchandizing. All these tools have one dimension in common, they are all communicating message to the customer “buy me” (Saxena, 2002).

Promotion has been defined as the “coordination of all sellers initiate efforts to setup channels of information and persuasion to sell goods and services or promote an idea promotion is best view as the communication function of marketing (Belch and Belch, 2000). From a marketing perspective promotion is intended to further the objectives of an organization. It makes use of various tools to perform three essential promotional roles informing, persuading and reminding target audiences. The relative importance of these roles depends on the circumstances faced by the firm (Etzel et al. 2004).

In the past, you have probably come across commonly used names such as ‘advertising’ or ‘promotions’. Over recent years ‘marketing communications’ has become the favored term among academics and some practitioners to describe all the promotional elements of the marketing mix which involve the communications between an organization and its target audiences on all matters that affect marketing performance. It is more difficult to differentiate ‘promotions’ from marketing communications, so much so that it is wise to consider it as a term that can be used interchangeably with it (Pickton and Broderick, 2005).

Close attention needs to be paid to the context of the message (the vehicle used to communicate with the target audience) as well as the timing and tone of that message. An imperative is the identification of clear, concise and measurable communications objectives which will enable the selection of the appropriate communications tools to achieve the goals set (Yeshin, 1998). Moreover Effective promotions content strategy and control practice can access a firm to achieve its marketing goals. Both client and agencies are continually striving to determine whether the communication are working and how well they are working relative to another options (Belch and Belch, 2003).

Modern marketing calls for more than developing a good product, pricing it attractively, and making it accessible. Companies must also communicate with their present and potential stakeholders and the general public. To effectively reach and influence target markets, holistic marketers are creatively employing multiple forms of communications (Kotler and Keller, 2012).

Based on the research conducted on Promotional mix elements as an antecedent of sales volume: a study of selected manufacturing industry in Ibadan, south western, Nigeria. The study showed that promotional mix elements are independently and jointly predict sales volume. This implies that advertisements, sales promotions, Personal selling and celebrity endorsements have significant effect on sales volume. On the basis of the findings of this study, it can be concluded that promotional mix elements have significant influence on sales volume. Accordingly this study aims at finding out why the promotions of the Maaza Juice brand did not show a significant increase on the sales volume.

1.1.1 BACKGROUND OF THE ORGANIZATION

Petram PLC is a company established in 1962. Its principal activities include importing and wholesale Distribution of major world-class consumer goods and pharmaceuticals for Ethiopian Market. Products include Food Products, Hygiene Products, Pharmaceuticals, Office Equipment, Fire and Safety equipment's, Stationary, and beauty care products. The company recently joined the manufacturing sector with products like soap, powdered milk and infant foods the most recent factory was the Maaza mango factory by acquiring rights to the Maaza brand through Maaza International Co LLC Dubai. The Maaza mango factory was established in 2014 and launched its products to the market in March 2015.

The source of supply for packed juice in Ethiopia is mainly from import supported by some local production. Currently a few private companies have started to process fruit juice that includes apple, mango, peach and the like

The numbers of fruit juice processors in Ethiopia are few in number with limited processing capacity. Although there is all the year round production of variety of fruits and increasing market demand for fruit juices in the domestic market the processing industry in at its infant stage. The fastest growing population and the highest rate of urbanization in Ethiopia together with a growing middle class drive a surge in fruit juice demand. According to ATA and USAID the market demand for fruit juice in the year 2018 is estimated to be 10,844 tones which show an increment of approximately 34% relative to the demand in the year 2012. Given the consistently increasing demand, the contribution of the existing processors is estimated to be less than 1% of the total market demand. From this we can conclude that establishing fruit juice processing plant in Ethiopia is untouched and promising business opportunity.

1.2. STATEMENT OF THE PROBLEM

Advertising and promotion practices are integral part of our social and economic systems in our complex society advertising has involve into a vital communicational system for both consumers and business.

Looking at the Promotion or Marketing Communication tools that are used by the company to promote the Maaza juice brand are mainly Adverting and Personal selling. Since the product was launched there were three ads aired on the mass media there were two on TV and one on the radio. The first TV ad focused on promoting the Maaza brand as a juice that can be enjoyed by the whole family focusing on good family time aired on EBC for one month. The second one used to introduce a new product line which was mango and peach juice on Kana Channel for two weeks only. And personal selling is used to distribute the product in Addis Ababa with a total of seven salesmen's. Five retail salesman's and one for key account and one salesman for wholesalers.

The sales team is perhaps the most empowered department within many organizations, and the revenue generated by them is critical to the success of most companies (Jones, Brown, Zoltners, & Weitz, 2005).

In a study conducted in Unilever Nigeria plc on the effects of promotional strategies on the sales of an organization, the study has carefully studies the effect of promotional strategy on the sales of organization and its effect on the buying behaviors' of consumers. It has been found that promotion have an effect on the buying behavior of consumer, it makes customers to buy more of the product willingly because of the fun, entertainment and price giving out to them during the promotions, Hence it increases the sales volume of the organization.

Whenever the company advertising content is being effective ,it increases sales volume by creating attraction towards the product ,it assist easy introduction of new products into the market and helps to create an image and reputation not only of the products but also the advertiser (Kumar and Mittal, 2002).

On the basis of the theoretical issues mentioned above a student researcher made a preliminary investigation by interviewing the Maaza division manager to identify problems. In favors of views of the two authors Kumar and Mittal which link promotion with an increase in sales volume, the sales volume of the Mazza juice has not increased significantly as it was intended to achieve the sales targets set by the management.

So this study focuses on assessing the promotional practices of the company to find out if there are problems on the current promotional practices of the company and to give recommendations accordingly.

1.3. BASIC RESEARCH QUESTIONS

The following are the research question that the study will try to give answer:

- Where the company's promotion al practices effective in informing, persuading and reminding customers about the product?
- Where the companies promotional practices attractive enough to motivate purchase?
- Did the intended promotional content reach correctly to the customers?
- Where the companies' ads effective in building the brand image?
- Does the sales force have the necessary training to perform their task efficiently?

1.4. OBJECTIVES OF THE STUDY

1.4.1 General Objective

The General objective of this study is to assess the promotional practices in the case of Mzaaza mango juice brand.

1.4.2 Specific Objective

Specifically, this enquiry will intend to work on the following;

- To find out if the company's promotional practices were effective in informing, persuading and reminding customers about the product.
- To find out whether the promotional efforts were attractive enough to motivate purchase.
- To find out whether the intended promotional content reach to the customers.
- To identify whether the advertisements were effective in creating a favorable brand image.
- To find out whether the sales force has enough training to perform their task efficiently.

1.5. DELIMITATION OF THE STUDY

This study is delimited to an assessment of promotional practice of the Maaza Mango juice brand. The study is delimited to the customers (end users), Sales team and the division manager of the company. Since the product is distributed to all parts of the country the customers are too many in numbers and it is not possible to address all, because of that the study was limited in terms of geographical coverage it was conducted only in the Addis Ababa reign. In addition in conducting the study the student researcher used data that was available between July2015 - July 2016.

1.6. SIGNIFICANCE OF THE STUDY

The study will helps the company to be aware of existing problems related to the current promotional practices and will help to solve them. The main findings of the study will come with a baseline for other students who want to study on this topic. Furthermore, it may also add value to the body of knowledge on making communications. In addition to helping the company to solve its problems the researcher student will gain knowledge on how to develop an effective promotional campaign to build a good brand image.

1.7 ORGANIZATION OF THE STUDY

The main body of the research consists of 5 chapters' .the first chapter of this study introduce the problem statement and described the specific problem addressed in the study as well as deign components or introductory, Chapter two presents a review of literature associated with the problem addressed in this study. Chapter three presents the methodology and a procedure used for data collection and analysis. Chapter four contains an analysis of data and presentation of the results. Chapter five offers summary and discussion of the researcher's findings implications for practice and recommendations for future research.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Definition of terms

Marketing communication refers to all the promotional elements of the marketing mix which involve the communications between an organization and its target audiences on all matters that affect marketing performance (David and Amanda, 2005).

Target audiences are those individuals or groups that are identified as having a direct or indirect effect on business performance, and are selected to receive marketing communications (David and Amanda, 2005).

Advertising any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor via print media (newspapers and magazines), broadcast media (radio and television), network media (telephone, cable, satellite, wireless), electronic media (audiotape, videotape, videodisk, CD-ROM, Web page), and display media (billboards, signs, posters) (Kotler and Keller, 2000).

Personal selling Face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders (Kotler and Keller, 2000).

Training is the systematic acquisition of knowledge, skills and abilities that lead to improved performance (Grossman & Salas, 2011).

2.2 Promotion/Marketing communication

A promotion is term used interchangeably with marketing communications. Traditionally identified as one of the four key components of marketing. For marketing to be successful many people have to be involved in the communication process both within the organization and outside it. It is for this reason, that the description of marketing communications given above does not say target ‘markets’, it says target ‘audiences’.

Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers—directly or indirectly—about the products and brands they sell. In a sense, marketing communications represent the voice of the company and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, marketing communications can contribute to customer equity (Kotler and Keller, 2000).

Marketing communications often present the only differentiating feature that can be offered to potential consumers. By recognizing the fact that everything a company does comprises, in some form, part of the communication which takes place between itself and its customers, it becomes aware of the increasingly important role of marketing communications as a strategic tool (Schultz et al. 1992).

Today there is a new view of communications as an interactive dialogue between the company and its customers that takes place during the pre-selling, selling, consuming, and post-consuming stages. Successful companies are asking not only “How can we reach our customers?” but, in a break from the past, are also asking “How can our customers reach us?” Now sellers use a variety of communication platforms to stay in touch with customers, it is the newer technologies, such as the Internet, that have encouraged more firms to move from mass communication to more targeted communication and one-to-one dialogue with customers and other stakeholders (Kotler, 2000).

2.3 Steps in developing effective communications

2.3.1 Identify the Target Audience

The process must start with a clear target audience in mind: potential buyers of the company's products, current users, deciders, or influencers, and individuals, groups, particular publics, or the general public. The target audience is a critical influence on the communicator's decisions about what to say, how, when, where, and to whom. Further analysis helps the company assess the audience's current image of the company, its products, and its competitors. Image is the set of beliefs, ideas, and impressions that a person holds regarding an object. People's attitudes and actions toward an object such as a product or service are highly conditioned by that object's image. In assessing image, marketers research the audience's familiarity with the product, then they ask respondents who know the product how they feel about it (Kotler, 2000).

2.3.2 Determine the Communications Objectives

Knowing the target audience and its perceptions, the marketing communicator can now decide on the desired audience response, seeking a cognitive, affective, or behavioral response. That is, the marketer might want to put something into the consumer's mind, change an attitude, or get the consumer to act.

Marketers can set communications objectives at any level of the hierarchy- of-effects model. John R. Rossiter and Larry Percy (1997) identify four possible objectives, as follows:

1. Category Need—Establishing a product or service category as necessary to remove or satisfy a perceived discrepancy between a current motivational state and a desired motivational state.

2. Brand Awareness—Fostering the consumer's ability to recognize or recall the brand within the category, in sufficient detail to make a purchase.

3.Brand Attitude—Helping consumers evaluate the brand’s perceived ability to meet a currently relevant need.

4.Brand Purchase Intention—Moving consumers to decide to purchase the brand or take purchase-related action. Promotional offers like coupons or two-for-one deals encourage consumers to make a mental commitment to buy.

2.3.3 Design the Communications

MESSAGE STRATEGY In determining message strategy, management searches for appeals, themes, or ideas that will tie in to the brand positioning and help establish points-of-parity or points-of-difference.

CREATIVE STRATEGY Communications effectiveness depends on how a message is being expressed, as well as on its content. If a communication is ineffective, it may mean the wrong message was used, or the right one was poorly expressed.

Informational Appeals An informational appeal elaborates on product or service attributes or benefits.

Transformational Appeals A transformational appeal elaborates on a non product-related benefit or image.

MESSAGE SOURCE Messages delivered by attractive or popular sources can achieve higher attention and recall, which is why advertisers often use celebrities as spokes people. Celebrities are likely to be effective when they are credible or personify a key product attribute (Yeshin, 1998).

2.3.4 Select the Communication Channels

Selecting an efficient means to carry the message becomes more difficult as channels of communication become more fragmented and cluttered. Communications channels may be personal and non-personal. Within each are many sub-channels.

PERSONAL COMMUNICATIONS CHANNELS let two or more persons communicate face-to-face or person-to-audience through a phone, surface email, or e-mail. They derive their effectiveness from individualized presentation and feedback and include direct and interactive marketing, word-of-mouth marketing, and personal selling.

NONPERSONAL (MASS) COMMUNICATIONS CHANNELS Non-personal channels are communications directed to more than one person and include advertising, sales promotions, events and experiences, and public relations.

INTEGRATION OF COMMUNICATIONS CHANNELS Although personal communication is often more effective than mass communication, mass media might be the major means of stimulating personal communication. Mass communications affect personal attitudes and behavior through a two-step process. Ideas often flow from radio, television, and print to opinion leaders, and from these to less media-involved population groups (Yeshin, 1998).

2.3.5 Establish the Total Marketing Communications Budget

How do companies decide on the communication budget? We will describe four common methods: the affordable method, the percentage-of-sales method, the competitive-parity method, and the objective-and-task method.

AFFORDABLE METHOD Some companies set the communication budget at what they think the company can afford

PERCENTAGE-OF-SALES METHOD Some companies set communication expenditures at a specified percentage of current or anticipated sales or of the sales price.

COMPETITIVE-PARITY METHOD Some companies set their communication budget to achieve share-of-voice parity with competitors. There are two supporting arguments: that competitors' expenditures represent the collective wisdom of the industry, and that maintaining competitive parity prevents communication wars. Neither argument is valid. There are no grounds for believing competitors know better.

OBJECTIVE-AND-TASK METHOD The objective-and-task method calls upon marketers to develop communication budgets by defining specific objectives, determining the tasks that must be performed to achieve these objectives, and estimating the costs of performing them. The sum of these costs is the proposed communication budget (Kotler and Keller, 2012).

2.3.6 Deciding on the Marketing Communications Mix

Companies must allocate the marketing communications budget over the eight major modes of communication— advertising, sales promotion, public relations and publicity, events and experiences, direct marketing, interactive marketing, word-of-mouth marketing, and the sales force. Companies are always searching for ways to gain efficiency by substituting one communications tool for others. Many are replacing some field sales activity with ads, direct mail, and telemarketing. One auto dealer dismissed his five salespeople and cut prices, and sales exploded. The substitutability among communications tools explain why marketing functions need to be coordinated (Kotler and Keller, 2012).

2.3.7 Measuring Communication Results

Senior managers want to know the outcomes and revenues resulting from their communications investments. After implementing the communications plan, the communications director must measure its impact. Members of the target audience are asked whether they recognize or recall the message, how many times they saw it, what points they recall, how they felt about the message, and what are their previous and current attitudes toward the product and the company. The communicator should also collect

behavioral measures of audience response, such as how many people bought the product, liked it, and talked to others about it (Kotler and Keller, 2012).

2.4. PROMOTIONAL MIX /MARKETING COMMUNICATIONS MIX

The marketing communications mix consists of eight major modes of communication

1. **Advertising**—Any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor via print media (newspapers and magazines), broadcast media (radio and television), network media (telephone, cable, satellite, wireless), electronic media (audiotape, videotape, videodisk, CD-ROM, Web page), and display media (billboards, signs, posters).
2. **Sales promotion**—A variety of short-term incentives to encourage trial or purchase of a product or service including consumer promotions (such as samples, coupons, and premiums), trade promotions (such as advertising and display allowances), and business and sales force promotions (contests for sales reps).
3. **Events and experiences**—Company-sponsored activities and programs designed to create daily or special brand-related interactions with consumers, including sports, arts, entertainment, and cause events as well as less formal activities.
4. **Public relations and publicity**—A variety of programs directed internally to employees of the company or externally to consumers, other firms, the government, and media to promote or protect a company's image or its individual product communications.
5. **Direct marketing**—Use of mail, telephone, fax, e-mail, or Internet to communicate directly with or solicit response or dialogue from specific customers and prospects.

6. **Interactive marketing**—Online activities and programs designed to engage customers or prospects and directly or indirectly raise awareness, improve image, or elicit sales of products and services.
7. **Word-of-mouth marketing**—People-to-people oral, written, or electronic communications that relate to the merits or experiences of purchasing or using products or services.
8. **Personal selling**—Face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders. (Kotler and Keller, 2012)

2.4.1. ADVERTISING

A good way to understand the role of advertising is to go back to the Latin root of the word. Daniel Starch (1926), one of the pioneers in advertising theory and measurement, was perhaps the first to use the Latin root of advertising in defining it, back in the 1920s. Advertising's Latin root is *advertere*, which translates roughly as 'to turn towards', and this is the job of advertising. Advertising-like messages in IMC are meant to 'turn' the consumer's mind towards the advertised brand. It does this by raising awareness for the brand among the target audience, and by building positive attitudes towards the brand (Percy, 2008).

All marketing communication should help build brand awareness and contribute to a positive feeling for the brand. But when this is the primary communication objective, it is specifically advertising. Because brand awareness and brand attitude take time to build, advertising plays a more long-term strategic role in IMC. Over time, effective advertising will successfully seed the brand in memory as satisfying an appropriate need, and will associate the brand with positive attitudes that are linked to positive motivations to buy and use it when that needs occur (Percy, 2008).

2.4.1.1 Types of Advertising

1. Television Advertising: According to Keller (2008), Television is generally acknowledged as the most powerful advertising medium as it allows for sight, sound, and motion and reaches a broad spectrum of consumers.

2 Radio Advertising: Radio advertising is available on national networks and on local markets. Radio stations are designated either AM or FM. An AM or amplitude modulation, station varies the height of its electromagnetic signal so that during the daytime it produce waves, called ground wave, that follow the contour of the earth (Wells, 2000).

3 Print Advertising: Print media are media that deliver messages one topic at a time and one thought at a time. Print media offers a stark contrast to broadcast media (wells, 2000) Most importantly, because of its self-paced nature, magazines and newspapers can provide much detailed product information (Keller, 2008).

4 Outdoor advertising (Billboard): Outdoor advertising includes all forms of advertising that provide out-of-doors exposure. These forms may be pictured, written or spoken.

2.4.1.2 Deciding on Media Timing

In launching a new product, the advertiser can choose among ad continuity, concentration, flighting, and pulsing. Continuity is achieved by scheduling exposures evenly throughout a given period. Generally, advertisers use continuous advertising in expanding market situations, with frequently purchased items, and in tightly defined buyer categories. Concentration calls for spending all of the advertising dollars in a single period. This makes sense for products with one selling season or holiday. Flighting calls for advertising for some period, followed by a hiatus with no advertising, followed by a second period of advertising activity. It is used when funding is limited, the purchase cycle is relatively infrequent, and with seasonal items. Pulsing is continuous advertising at low-weight levels reinforced periodically by waves of heavier activity (Kotler , 2000).

2.4.1.3 Deciding on Reach, Frequency, and Impact

Media selection involves finding the most cost-effective media to deliver the desired number of exposures to the target audience. What do we mean by the desired number of exposures? Presumably, the advertiser is seeking a certain response from the target audience—for example, a certain level of product trial. The rate of product trial will depend, among other things, on the level of audience brand awareness. The effect of exposures on audience awareness depends on the exposures' reach, frequency, and impact:

- Reach (R): The number of different persons or households that are exposed to a particular media schedule at least once during a specified time period.
- Frequency (F): The number of times within the specified time period that an average person or household is exposed to the message.
- Impact (I): The qualitative value of an exposure through a given medium (thus a food ad in *Good Housekeeping* would have a higher impact than the same ad in the *Police Gazette*).

2.4.1.4. Evaluating Advertising Effectiveness

Good planning and control of advertising depend on measures of advertising effectiveness. Yet the amount of fundamental research on advertising effectiveness is appallingly small. Advertisers should try to measure the communication effect of an ad—that is, its potential effect on awareness, knowledge, or preference—as well as the ad's sales effect:

- Communication-effect research seeks to determine whether an ad is communicating effectively. Called copy testing, it can be done before an ad is placed (pretesting) and after it is placed (post testing). Advertisers also need to posttest the overall impact of a completed campaign.

➤ Sales-effect research is complex because sales are influenced by many factors beyond advertising, such as product features, price, and availability, as well as competitors' actions. The sales impact is easiest to measure in direct-marketing situations and hardest to measure in brand or corporate-image-building advertising (Kotler, 2000).

2.4.2. Sales promotion

Sales promotion, a key ingredient in marketing campaigns, consists of a collection of incentive tools, mostly short term, designed to stimulate quicker or greater purchase of particular products or services by consumers or the trade (Kotler and Keller, 2012).

We can define sales promotions as 'marketing activities usually specific to a time period, place or customer group, which encourage a direct response from consumers or marketing intermediaries, through the offer of additional benefits' (Baker, 2003).

2.4.2.1. Major sales promotion tools

Samples: Offer of a free amount of a product or service.

Coupons: Certificates offering a stated saving on the purchase of a specific product.

Cash Refund Offers (rebates): Provide a price reduction after purchase: Consumer sends a specified "proof of purchase" to the manufacturer who "refunds" part of the purchase price by mail.

Price Packs (cents-off deals): Promoted on the package or label, these offer savings off the product's regular price.

Premiums (gifts): Merchandise offered at low or no cost as an incentive to buy a particular product.

Prizes (contests, sweepstakes, and games): Prizes offer consumers the chance to win cash, trips, or merchandise as a result of purchasing something. A contest calls for consumers to submit an entry to be examined by judges who will select the best entries. A sweepstakes asks consumers to submit their names for a drawing. A game presents

consumers with something every time they buy—bingo numbers, missing letters—that might help them win a prize.

Patronage Awards: Values in cash or points given to reward patronage of a certain seller.

Free Trials: Inviting prospects to try the product free in the hope that they will buy the product.

Product Warranties: Explicit or implicit promises by sellers that the product will perform as specified or that the seller will fix it or refund the customer's money during a specified period.

Tie-in Promotions: Two or more brands or companies team up on coupons, refunds, and contests to increase pulling power.

Cross-Promotions: Using one brand to advertise another noncompeting brand.

Point-of-Purchase (POP) Displays and Demonstrations: Displays and demonstrations that take place at the point of purchase or sale.

2.4.3. Public relations

Not only must the company relate constructively to customers, suppliers, and dealers, but it must also relate to a large number of interested publics. A public is any group that has an actual or potential interest in or impact on a company's ability to achieve its objectives. Public relations (PR) involves a variety of programs that are designed to promote or protect a company's image or its individual products (Kotler,2000).

2.4.3.1. Major public relation tools

Publications: Companies rely extensively on published materials to reach and influence target markets, including annual reports, brochures, articles, printed and on-line newsletters and magazines, and audiovisual materials.

Events: Companies can draw attention to new products or other company activities by arranging special events like news conferences, on-line chats, seminars, exhibits, contests and competitions, and sport and cultural sponsorships that will reach the target publics.

News:One of the major tasks of PR professionals is to find or create favorable news about the company, its products, and its people. The next step—getting the media to accept press releases and attend press conferences—calls for marketing and interpersonal skills.

Speeches: Speeches are another tool for creating product and company publicity and building the company's image.

Public-Service Activities: Companies can build goodwill by contributing money and time to good causes.

Identity Media: To attract attention and spark recognition, the firm's visual identity is carried by its logos, stationery, brochures, signs, business forms, business cards, Web site, buildings, uniforms, and dress codes. (Kotler,2000)

2.4.4. Personal selling

Personal selling, and the management of the activities of personal selling, is one of the principal areas identified in most descriptions of the promotional mix. But not only is the sales force an important part of external marketing communications (one of the most powerful and flexible), the sales force is also an important target group for internal marketing communications to ensure that its members are fully briefed to undertake the marketing communications and selling task they do. Not only should the sales force be thought of as personal sellers for an organization. All employees have a marketing communications role to play in their discourse with the external public, whether or not they have a formal selling role to play. Therefore, they too, should be considered in the wider sense of a 'sales force'.

It is incumbent upon companies to consider the use of their own resources to prepare their sales force to meet the challenges they will face in their positions. Organizations looking to develop a blueprint for learning should aim to provide support and help people maximize their potential by managing their own learning (Parsloe and Wray, 2000).

2.4.4.1. The role of personal selling

Wilson (1993) refers to some of the varied roles that salespeople now have to perform as part of their daily activities, rather than just selling. These new roles are identified as:

- Customer partner
- Buyer/seller team coordinator
- Customer service provider
- Buyer behavior expert
- Information gatherer
- Market analyst and planner
- Sales forecaster
- Market cost analyzer
- Technologist.

The focus of attention in the best organizations has shifted from salespeople concentrating on seeking new customers, to retaining existing ones and building relationships. It is now widely accepted that customer retention is a far more profitable strategy than customer acquisition. This move represents one of the most significant changes in marketing thinking from simple transactional selling to relationship marketing.

It should not be assumed, therefore, that all forms of selling are the same. Different products involve different levels of complexity from simple low value sales through to complex high value sales. Similarly, some sales roles require relatively simple communication and relationship-building skills, whereas skills for key or global account managers will have to be highly developed. Successful organizations ensure a good match between the skills exhibited by the salesperson and those needed for the role (Kotler, 2000).

2.4.4.2 Personal sales and Training

The sales team is perhaps the most empowered department within many organizations, and the revenue generated by them is critical to the success of most companies (Jones, Brown, Zoltners, & Weitz, 2005).

One reason individuals are attracted to positions in sales is because of the advancement opportunities these careers offer. Salespeople work as boundary-spanning employees, often

operating in a minimally supervised, almost entrepreneurial capacity while establishing and developing business relationships. These employees have substantial contact with customers requiring firms to entrust them with their most valued asset often while maintaining little direct control over the process (Singh, 1993).

Effective sales training is a valuable factor contributing to organizational growth. Training can make a difference in overall performance and most organizations recognize that training works (Honeycutt, et al., 2001). Researchers suggest that training may increase the salesperson's knowledge base and skill level. This is important in personal selling because skill level, referring to the individual capacity to implement sales tasks. From this point of view, training enhances learning so that salespeople reach more acceptable performance levels in less time than learning through direct experience alone (Leigh, 1987).

Coaching is an important resource for personal learning in the sales field, and is becoming the management model of choice for sales managers. Managers and supervisors are better equipped to coach employees toward reaching their goals because they are often involved in establishing the expectations. The supervisor has continual day-to-day interaction with the salesperson to assist in obtaining the desired behavioral changes. The supervisor is also in the best position to know whether their direct reports are capable of performing to the expected standards and can suggest ways for the employees to avoid repeating errors (Ducharme, 2004).

2.4.5 Direct Marketing

According to Direct marketing Association (DMA), defined direct marketing as "any direct communication to a consumer or business recipient that is designed to generate a response in the form of an order (direct order), a request for further information (lead generation), and a visit to a store or other place of business for purchase of a specific products or services (traffic generation). According to Belch & Belch (2009) direct marketing is a

system of marketing by which organizations communicate directly with target customers to generate a response or transaction. This response may take the form of an inquiry, a purchase, or even a vote. Direct marketing techniques are used to reduce distance between buyer and seller through squeeze intermediary (Jobber, 2007). Immediate response is very important for service provider firms and who are providing service to mass consumers. Direct marketing is one of the most effective promotional tools to get immediate response (Belch & Belch, 2009).

2.4.6 Interactive/ Internet marketing

Internet marketing, also known as digital marketing, web marketing, online marketing, search marketing or e-marketing, is the marketing (generally promotion) of products or services over the Internet. Internet actually a multifaceted promotional tools. Advertising on the web, marketers offer sales promotion incentives such as coupons, contests and sweepstakes online and they use the internet to conduct direct marketing, personal selling, and public relation activities more effectively and efficiently (Belch & Belch, 2009). The internet is a global network of interlinked computers operating on a standard protocol that allows information exchange. It is composed of computer networks and individual computers throughout the world connected by phone lines, satellites and other telecommunication systems (Ellsworth & Ellsworth, 1996). Internet marketing can be simply defined as: Achieving marketing objectives through applying digital technologies (Chaffey, 2009).

2.5. Promotion mix strategies

2.5.1 Factors in Setting the Marketing Communications Mix

Companies must consider several factors in developing their promotion mix:

- **Type of product market.** Promotional allocations vary between consumer and business markets. Although advertising is used less than sales calls in business markets, it still plays a significant role in building awareness and comprehension, serving as an efficient reminder of the product, generating leads, legitimizing the company and products, and reassuring customers about their purchases
- **Push-versus-pull strategy.** A push strategy involves the manufacturer using sales force and trade promotion to induce intermediaries to carry, promote, and sell the product to end users. This is especially appropriate where there is low brand loyalty in a category; brand choice is made in the store; the product is an impulse item; and product benefits are well understood. A pull strategy involves the manufacturer using advertising and consumer promotion to induce consumers to ask intermediaries for the product, thus inducing the intermediaries to order it.
- **Buyer-readiness stage.** Promotional tools vary in cost effectiveness at different stages of buyer readiness. Advertising and publicity play the most important roles in the awareness-building stage. Customer comprehension is affected primarily by advertising and personal selling, while customer conviction is influenced mostly by personal selling.
- **Product-life cycle stage.** Promotional tools also vary in cost effectiveness at different stages of the product life cycle. Advertising and publicity are most cost effective in the introduction stage; then all the tools can be toned down in the growth stage because demand is building word of mouth. Sales promotion, advertising, and personal selling grow more important in the maturity stage.
- **Company market rank.** Market leaders derive more benefit from advertising than from sales promotion. Conversely, smaller competitors gain more by using sales promotion in their marketing communications mix (Kotler,2000).

2.6. Integrating the promotion

An organization's unified, coordinated effort to promote a brand concept through the use of multiple communications tools that 'speak with a single voice' (Shimp, 2000)

The task of IMC is to strategically coordinate the various elements of the promotional mix in order to achieve synergies and to ensure that the message reaches and registers with the target audience (Baker, 2003).

David Ogilvy (1995), in his book *Ogilvy on Advertising*, says, 'Every advertisement should be thought of as a contribution to the brand image. It follows that your advertising should project the same image, year after year'. In the context of current thinking, the analogy should be taken to include more than just advertising. It is vitally important that all communications messages on behalf of the brand communicate a singular and consistent image.

Novak and Phelps (1994) have suggested that there are several important dimensions to the process of integration:

- The creation of a single theme and image.
- The integration of both product image and relevant aspects of consumer behavior in promotional management, as opposed to a focus on one or the other of these two.
- The co-ordinate management of promotion mix disciplines.

Chris Fill (1995), in his book *Marketing Communications*, the key facet is the establishment of a feedback mechanism between all elements of the strategic development process and, importantly, the consideration of all of the tools of marketing communications designed to fulfill the promotional objectives established for the campaign.

2.6.1 Benefits of Integration

Undeniably, the process of integration affords a great number of benefits to the companies which adopt it. Linton and Morley (1995) suggest nine potential benefits of IMC.

These are Creative integrity, Consistent messages, Unbiased marketing recommendations, Better use of media, Greater marketing precision, Operational efficiency, Cost savings, High-caliber consistent service, Easier working relations.

Similarly, the study of Kitchen and Schultz (1999) identified a series of benefits which could be derived from IMC programmes. These included: Increased impact, Creative ideas more effective when IMC is used, Greater communications consistency, Increases importance of one brand personality, Helps eliminate misconceptions, Provides greater client control over communication budget, Provides clients with greater professional expertise.

2.7 Empirical Review

The purpose of promotion is to reach the targeted consumers and persuade them to buy. In spite of numerous promotional techniques available, it is important to note that many organizations have not yet appreciated how to effectively and efficiently utilize the promotion techniques in attempting to enhance their organization performance.

In a research conducted by By Mr. Santhosh.M, Mr. Raghavendra.K.A & Mrs. Sambrama.P on Effectiveness of Promotion of Non-Alcoholic Beverage Industry in India the research examines on how promotion is used in Non-alcoholic beverage industry to generate higher sales, increased profitability and greater market share. The results show that adoption of promotional strategies significantly influence the effectiveness of beverage drink industry. It was concluded that management may engage regularly in more promotional mix strategies, and also tend to be creative to consumers; this in turn would enhance and boost their sales revenue.

And another research conducted by Mwedady Hemedi Mbagaon on the Role of Promotion in Consumer Buying Behavior: The case of Tanzania Breweries Limited. The study was guided by specific objectives like to identify different modes of promotional activities and their importance in motivating consumer buying behavior and to identify the various factors that influence consumer buying behavior and challenges facing promotion activities of in beer industry. The study concludes that promotion had much influence on sales of TBL products. In addition it serves to remind and pursued customers, which ultimately influence consumer choice. Promotion has taken Tanzania Breweries Limited far in their industry and built up a strong relationship to the company sales, due to relent in their brand image build effort. Even though Tanzania Breweries Limited has been well performing in which the promotion rate increased concurrently with the revenue collection but no matter how successful the sales for a company is and regardless of the edge the company has in the industry to sharpen the performance availability of informative advertising, building brand name towards advertising is a must and should be continuous very potential activity

In a related study on Market Penetration of Marie Gold Biscuit in Palakkad town by Rafeeqe M.T , Dr.M.Saravanan. It was suggested that Britannia Marie gold gained acceptance from the customers. They have huge potential to expand its market share and become leaders in few of the business category. Britannia Marie Gold is most popular among its users mainly because of its taste and preferences, low price and much more availability. Customers came to ask for specific biscuit of Britannia in retail shop because of their advertisement showing that advertisement plays a vital role in informing and motivating end users to buy a product.

Based on the research conducted on Promotional mix elements as an antecedent of sales volume: a study of selected manufacturing industry in Ibadan, south western, Nigeria. The study showed that promotional mix elements are independently and jointly predict sales volume. This implies that advertisements, sales promotions, Personal selling and celebrity endorsements have significant effect on sales volume. On the basis of the findings of this study, it can be concluded that promotional mix elements have significant influence on

sales volume. Accordingly this study aims at finding out why the promotions of the Maaza Juice brand did not show a significant increase on the sales volume.

In a study conducted in Unilever Nigeria plc by Ibrahim Adekunle on the effects of promotional strategies on the sales of an organization, the study has carefully studied the effect of promotional strategy on the sales of organization and its effect on the buying behaviors' of consumers. It has been found that promotion have an effect on the buying behavior of consumer, it makes customers to buy more of the product willingly because of the fun, entertainment and price giving out to them during the promotions, Hence it increases the sales volume of the organization.

Marketing Strategy in terms of Promotion and Communication for energy drinks in Ghana by Mwaawaru Laaru Sarah . Case company: sinebrychoff brewery. The objective of this research study was to give Sinebrychoff Oy an insight of the Ghanaian energy drink market. Findings from the questionnaires, taste sampling and interviews, were analyzed with the qualitative data analysis. Findings from the research showed that 61% of the respondents were motivated, by the presence of endorsers in promotion and communication advertisements. The findings also showed that, advertising, with the television and radio mediums, were the most effective and efficient. Other promotion variables included sales promotion, sponsorships and personal selling.

Based on Review conducted on the Impact of Advertising and Sale Promotion on Brand Equity by Zeinolabedin Rahmani. The study dealt with the review of effective factors such as advertising and sale promotion in order to know how these marketing tools affect on the brand equity. Experiences and obtained results indicate that costumers tend to believe advertising comments and assume that the probable function is according with their claim (Richins, 1995). Therefore, when costumers exposed to frequent advertising, not only their awareness and mental association increase, but also they gain more positive perception resulted in powerful brand equity. One of the major reasons of customer loyalty reduction is the reduction of advertising. In order to reinforce the views and beliefs that is in concerned with brand, advertising help to have a powerful brand loyalty (Shimp, 1997). Regarding to numerous and multiple reasons, brand image is complicated and advertising

is a general way to develop the formation and manage this image. Managers should invest on increasing brand equity in advertising with clear objectives.

In a study conducted on Comparative Analysis of Training and Coaching in the Sales Environment. Empirical testing was conducted on a sample of frontline salespeople across varying industries was performed, with statistical analysis of the results which predicted that training would positively affect personal learning more than coaching. The results of our analysis showed that contrary to what might be held as conventional wisdom, company-sponsored internal training programs are perhaps not always the best option for organizations looking to increase transfer of sales learning. Instead, the results suggest external providers may offer more rewarding approach for B2B salespeople.

3.8 Theoretical Framework



Figure 1 Theoretical frame work of the study

CHAPTER THREE

3. Research Design and Methodology

3.1 Research Design

The researcher prepared a design for obtaining the data and to accomplish the above objectives and to seek answer to the research questions. The research use descriptive types of research method. Among the different alternatives of research designs this study employed descriptive research because it describes the present state of affairs as it exists; and used quantitative data.

3.2 Population and Sampling Techniques

The research study mainly addressed the customers that are the end users of the product, the sales force of the company and the Marketing Manager of the company. Regarding the customers, it is difficult for the researcher to get the exact number of customers and it is not possible to determine sample frame. Therefore according to Malhotra (2006), the sample size that is usually taken for studies conducted on promotion is minimum 150 and for this reason the study included 150 customers. For the sampling technique researcher used convenience sampling method to reach to the end users. As for the sales force all eight of them were included in the study since they were small in number.

3.3 Types of Data and Tools

In order to carry out any research activity information should be gathered from proper sources. Therefore, for the achievement of the objective this study used primary and secondary sources of data. The primary sources of the data were obtained by using structured questionnaires for the end users of the product as well as for the sales force members of the Maaza division and an interview question was prepared for the division manager. Secondary source of data was obtained from using national and international

literature related to the study under consideration and review of books, journals, articles, documents and internet.

3.4 Method of Data Collection

The collection of data was carried out by the researcher to gather information from the respondents. The researcher used a questionnaire which is a set of questions that respondents were made to answer. Since the study used convenience sampling technique the researcher randomly selected four areas in Addis Ababa. The first one was around Megenaga area in Zefmesh Grand Mall where questionnaires were handed to walking customers in selected electronics shops. Second around Sidistkillo in Yekatit Teaching hospital where medical students were made to fill some of the questionnaires. The third area was Bole in Admas University College where some of the questioners were filled by marketing students. And the fourth area was Mexico where employees of Petram Plc Company filled the questioners. As for the employees working in the sales force they were handed the questioners in the weekly meeting.

3.5 Data Analysis Methods

The student researcher analyzed the responses accordingly, data obtained through closed ended questions in the questionnaire were edited first for their completeness, categorized, registered and interpreted using descriptive statistical methods. The quantitative data gathered by the researcher was analyzed by using descriptive statistics such as percentages and interpreted by using tables to better understand and interpret the data gathered through the questionnaires. The interview and open-ended questions were analyzed by using qualitative data analysis.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

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

The data were collected through questionnaires and interview. The questionnaires were distributed to the customers or the end users of the product and for the sales force. The questions asked were closed ended. Whereas the interview was held with the Division manager of the company, the rate of return for the questionnaire was 150 (100%)

4.1 Analysis of findings of the questionnaire filled by the end users

Table 1 General Characteristics of the Population

In the table below shows demographic characteristics of the respondents which consist of age , gender and educational level.

Item No.	Item	Description	No. of respondents	Percentage (%)
1	Sex	Male	87	58
		Female	63	42
		Total	150	100%
2	Age	18-23	30	20
		24-29	56	37
		30-35	20	13
		36-41	16	11
		42-47	24	16

		>47	4	3
		total	150	100%
3	Education	10-12 complete	28	19
		Certificate	26	17
		Diploma	32	21
		Degree	52	35
		Masters & above	12	8
		Total	150	100%

Source: Primary Data (2017)

As it is illustrated in the above table 1 item no. 1 out of 150 respondents 87 (58%) found to be males and the rest 63 (42%) of them are found to be females therefore the male respondents were greater than the females one.

The above table 1 item no. 2 shows that 30 (20%) of the respondents lay in the age of 18-23, and 56(37%) of respondents are between the age of 24-29, 20(13%) of the respondents are in the age of 30-35, 16(11%) of the respondents fall in the age of 36-41 and the rest 24 (16%) are somewhere between the age of 42-47 and the rest 4 (3%) of them are 47 and above. About 86% of the customers of the company re between the age 18-29 therefore it can be conclude that most of the respondents were young.

As shown in the above table 1 item No. 3, 28 (19%) of the customers are 10-12 complete 26 (17%) of them have certificate 32 (21%) of them have diploma, 52 (35%) of them have degree, 12 (8%) of them have completed their master's degree. 96 of the customers of the company have advanced their higher education therefore they are assumed to fill the questionnaire appropriately.

Table 2. Brand awareness

Item No.	Item	Scale	No. of respondents	Percentage (%)
4	Are you familiar the maaza brand juice?	Yes	146	97
		No	4	3
		Total	150	100%

Source: Primary Data (2017)

Table number two we can see that 146 (97%) of the responders were familiar with the Maaza brand and the remaining 4 (3%) of them responded that they did not know the brand at all. Therefore we can say that the company's promotional practice was effective in introducing the brand to the end user.

Table 3. Familiarity with the promotions of the brand.

Item No.	Item	Scale	No. of respondents	Percentage (%)
5	Did you see the promotions of the Maaza juice brand like tv/radio ad, posters, and/ exhibitions?	Yes	137	94
		No	9	6
		Total	146	100%

Source: Primary Data (2017)

Table number three we can see that 137(94%) of the respondents were exposed to the promotional practices of the company where as the remaining 9(3%) did not see the promotion. So the majority of the end users have been exposed to one or more of the promotions of the company, so the promotions did reached to the end users except for few.

Table 4. Motivation to purchase

Item No.	Item	Scale	No. of respondents	Percentage (%)
6	Do you think the advertisement of the company is enough to motivate purchase?	Yes	39	28
		No	98	72
		Total	137	100%

Source: Primary Data (2017)

As it is indicated in the table above 39 (28%) of the respondents gave their answer to the whether the advertisement of the company is enough to motivate purchase as yes, whereas 98 (72%) of them responded to the question presented above as no. This indicates that the advertisement of the company is not enough to motivate purchase or they didn't make purchase because of the advertisement of the company.

Table 5. Quality of product as related to the promotion

Item No.	Item	Scale	No. of Respondents	Percentage (%)
7	How do you see the quality of the product when it is related to the promotion ?	High quality natural juice	22	16
		Good quality	32	22
		Medium quality	58	42
		Bad quality	17	11
		Very bad quality	8	9
		Total	137	100%

Source: Primary Data (2017)

The end users responded to the question how do you see the quality of the product when it is related to the promotion as 22(16%) said high quality natural juice, 32(22%) thought it was of a good quality, 58(42%) said medium quality, 17(11%) said bad quality and only 8(9%) said of a very bad quality. So the majority of the respondents think that the product is of medium to good quality even though the intention of company was to promote the product as a high quality juice drink.

Table 6.Reminding customers about the product.

Item No.	Item	Scale	No. of respondents	Percentage (%)
8	The promotion of the company is effective in reminding customers about the product.	Strongly agree	12	9
		Agree	49	36
		Neutral	30	22
		Disagree	28	20
		Strongly disagree	18	13
		Total	137	100%

Source: Primary Data (2017)

As presented in the table above 12 (9%) of them strongly agree and 49(36%) of them agree that, the advertisement of the company is effective in reminding customers about the product. 30(22%) of the respondents were neutral to the question, whereas 28(20%) of the respondents disagree and the rest 18 (13%) of them strongly disagree. From the data presented above we can understand that the advertisement of the company was effective in reminding customers about the product.

Table 7. Persuasiveness of the messages

Item No.	Item	Scale	No. of respondents	Percentage (%)
9	The promotion of the company carries persuasive messages.	Strongly agree	5	4
		Agree	21	15
		Neutral	24	18
		Disagree	58	42
		Strongly disagree	29	21
		Total	137	100%

Source: Primary Data (2017)

As shown in the table above out of 137 respondents only 5(4%) of the respondents strongly agree that the promotion of the company carries persuasive messages 21(15%) of them responded that they agree, 24(18%) of the respondents were neutral to the question, whereas 58(42%) of the respondents disagree and the rest 29(21%) of them strongly disagree. More than half of the respondents of the study have shown their disagreement, and this shows that message appeared in the advertisement of the company is not persuasive.

Table 8. The promotions is easily understood

Item No.	Item	Scale	No. of respondents	Percentage (%)
10	The promotion of the company is designed in a way which can be understood by the customer easily.	Strongly agree	25	34
		Agree	63	46
		Neutral	20	15
		Disagree	17	12
		Strongly disagree	3	2
		Total	137	100%

Source: Primary Data (2017)

In table no.8 out of 137 respondents 25(34%) of the respondents strongly agree that the promotions of the company is designed in a way that could be easily understood by the customers 63(46%) of them responded that they agree, 20(15%) of the respondents were neutral to the question, whereas 17(12%) of the respondents disagree and the remaining 3(2%) of them strongly disagree. The majority of the respondents of the study have shown their agreement, and this shows that the promotions were easy to be understood by the customers.

Table 9. Promotion provides sufficient information about the product

Item No.	Item	Scale	No. of respondents	Percentage (%)
11	The promotion of the company provides sufficient information about the product.	Strongly agree	13	10
		Agree	9	6
		Neutral	13	10
		Disagree	67	49
		Strongly disagree	35	25
		Total	137	100%

Source: Primary Data (2017)

As shown in the table above 13(10%) of the respondents strongly agree that the promotions of the company provide sufficient information and 9(6%) of them responded that they agree, 13(10%) of the respondents were neutral, whereas 67(49%) of the respondents disagree and the rest 35(25%) of them strongly disagree. More than half of the respondents of the study have shown their disagreement, so the majority of the respondents did not think that the promotions provide sufficient information about the product.

Table 10. Promotion presents product as a high quality natural juice

Item No.	Item	Scale	No. of respondents	Percentage (%)
12	The promotion of the company presents the product as a high quality natural fruit juice.	Strongly agree	7	5
		Agree	15	11
		Neutral	25	18
		Disagree	71	52
		Strongly disagree	19	14
		Total	137	100%

Source: Primary Data (2017)

From table no.10 we can see that out of 137 respondents only 7(5%) of the respondents strongly agree that the promotion of the company presented the product as a high quality natural juice 15(11%) of them responded that they agree, 25(18%) of the respondents were neutral to the question, whereas 71(52%) of the respondents disagree and the rest 19(14%) of them strongly disagree. The majority of the respondents of the study have shown their disagreement, and this shows that the promotions failed to present the juice as a high quality natural juice.

Table 11. Attractiveness of the graphics and pictures

Item No.	Item	Scale	No. of respondents	Percentage (%)
13	The pictures and graphics that appear on the ads are attractive	Strongly agree	16	12
		Agree	21	15
		Neutral	47	34
		Disagree	38	28
		Strongly disagree	15	11
		Total	137	100%

As shown in the table above 160 (12%) of the respondents strongly agree that the pictures and graphics appeared on the advertisement are appealing, 21(15%) of them responded that they agree, 47 (34%) of the respondents were neutral to the question, whereas 38 (28%) of the respondents disagree and the rest 15 (11%) of them strongly disagree. This indicates that the pictures and the graphics of the company's advertisement are not that appealing and this can lead customers shift to the competitor's products.

Table 12 positioning in the customers mind

Item No.	Item	Scale	No. of respondents	Percentage (%)
14	The promotion of the company is effective in positioning the product in the customers mind.	Strongly agree	6	4
		Agree	19	14
		Neutral	26	19
		Disagree	49	36
		Strongly disagree	37	26
		Total	150	100%

Source: Primary Data (2017)

As shown in the table above 6(4%) of the respondents strongly agree that the advertisement of the company is effective in positioning the product in the customers mind, 19(14%) of them responded that they agree 26(19%) of the respondents were neutral to the question, whereas 49(36%) of the respondents disagree and the rest 37(26%) of them strongly disagree to the question presented for them. This shows that the company is not effective in positioning the product in the customers mind through the promotions.

Table 13.creating favorable brand image

Item No.	Item	Scale	No. of respondents	Percentage (%)
15	The promotion of the company is effective in creating favorable brand image.	Strongly agree	11	8
		Agree	20	15
		Neutral	23	17
		Disagree	50	36
		Strongly disagree	33	24
		Total	137	100%

Source: Primary Data (2017)

As shown in the table above 11(8%) of the respondents strongly agree that the advertisement of the company is effective in positioning the product in the customers mind, 20(15%) of them responded that they agree 23(17%) of the respondents were neutral to the question, whereas 50(36%) of the respondents disagree and the rest 33(24%) of them strongly disagree to the question presented for them. This shows that the company's promotions failed to create a favorable brand image.

4.2 Analysis of findings of the questionnaire filled by the sales force

- **Sales person A**

The first sales person Male age 47 had only completed 10th grade but had 15 years of experience as a sales man. He has received Sales man ship trainings from the company by external trainer from the Maaza International Dubai but only once when the Mazza juice brand was first introduced to the market but there were no continues trainings after that. And he strongly aggress that the trainings were helpful on all the presented points like in making effective presentation about the product to customers, efficiently handle and give answer to customer objections, in gathering market information, in developing negotiating skills with customers and in prospecting new customers and building long term relationships. From this we can conclude that even though the sales man did not advance his higher level education he had long years of experience in sales. And even though the training was given only once it was an effective training.

- **Sales person B**

The second sales person Male Age 38 also has completed 10th grade and has 8 years of experience as a sales man. Also has received the initial training only and also Strongly Agrees on all the presented points about the training. So we can conclude that even though the sales man did not have advanced education in related fields he had good experience as a sales man and the trainings were effective on all the presented points which helps the sales person in delivering a good quality service to his customers.

- **Sales person C**

The third sales person Male Age 33 also has a diploma in salesmanship and 6 years of experience as a sales man. Also has received the initial training and also Strongly Agrees on all the presented points about the training. So we can conclude that the sales man has advanced education in a related field and good experience as a sales man and the trainings were effective on all the presented points which helps the sales person to have good performance in the real market.

- **Sales person D**

The Fourth sales person Female, Age 28, also has Degree in Marketing and has 4 years of experience as a sales person. Did not receive any training from the company since she joined the Maaza Division one year ago and there were no formal trainings since the first time that the product was launched. So it could be concluded that she has a very good educational background which is directly related to her field of work which could be very helpful for her job but few years of experience as compared to some of the other sales mans and did not receive any training from the company side which could affect the service quality provided by her.

- **Sales person E**

The Fifth sales person Male Age 32 also has a degree in marketing and has 10 years of experience as a sales man. Also has received the initial training only and also Strongly Agrees on all the presented points about the training. So from these data it can be conclude that the sales man has a very good educational background in related fields he had good experience as a sales man and the training he received was effective which helped him to have efficiency as a salesperson.

- **Sales person F**

The sixth sales person Male Age 22 also has degree in marketing and has 3 months of experience as a sales man and he is a fresh graduate. Did not receive any training from the company but was given three days couching by other sales mans in the division in the real market setting. Even though having the required educational background he has no experience and did not receive formal training program which could adversely affect his performance as a salesman.

- **Sales person G**

The seventh sales person Male Age 24 has diploma in salesmanship and has 2 years of experience as a sales man. Haven't received the initial training but was given three days couching by other sales mans in the division in the real market setting. From this data it is

obvious that even with the relevant educational back ground he lacked experience when compared to most of the other salesman's. Despite the fact that he did not receive trainings, the real market coaching helped him in his work.

4.3 Analysis of interview questions with the division manager

1. What does the promotional practice for the Maaza juice brand look like?

The company has advertisement agencies that it has been working with for years and in collaboration with the agencies the company launches advertisements in different times which carry graphics and messages which are assumed to attract the attention of customers. Particularly for Maaza mango juice there was a TV ad for one month on ETV when the product was launched and another TV ad when the new product line the Maaza Mango and Peach was introduced to the market and it was aired for 15 days on kana TV. There was also a radio advertisement, posters; we also participated in exhibitions. In addition to advertising the company uses sales person to distribute the product in Addis Ababa.

Even with efforts of promoting the product on mass Medias like TV and radio but important issues like media timing, Reach, Frequency and impact of the advertisements are not taken in to consideration leading to minimizing the strong promotional advantages of this Medias.

2. What things do the company takes into account in designing advertisement?

First the management decides whether there is a need for promotion or not then it contact the advertisement agencies and discus the type of advertisement that the company wants weather it is for TV or radio or posters and the agency presents several options out of wich the management selects the one that they think is most effective and appealing.

From this response we can understand that the ads are designed in more of a traditional way based on the manager's experience. As presented in the literature review part designing promotions needs more attention and there are several steps that need to be taken in to account to make sure that the promotions hit their intended targets.

3. How is the company intending to promote or position the product in the customers mind?

The company's intention was to position the product in the customers mind as a high quality natural juice brand as the raw materials that are used for production are real mango pulps and not artificial concentrates or powders. And the products are put in comparison with some of the high quality imported juice brands but with a much lower affordable price. So the competitive advantages are affordability and high quality.

Contrasting this to the responses of the end users the respondents did not get the promotional messages intended by the management. The majority of respondents thought that the product was of good to medium quality and the affordability of the product was not even included in the promotions.

4. Is there promotional budget? And what are the factors that determine the budget allocated for advertisement of the company?

There is no clearly defined promotional budget but whenever there is a need for promotion the necessary amount of money is spent based on the belief of the management and the type of promotion but this kind of budgeting system sometimes affects big media promotions that are very costly.

With the absence of a clearly defined promotional budget it is difficult to plan promotional campaigns, and this leads to budgetary constraints when it comes to some of the media advertisements that have high cost.

5. To what extent the promotional practices of the company are effective in enhancing/building the reputation of the Maaza brand juice?

It is the company's belief that the promotions are effective in introducing the product to the market but there is still a gap and it is a work in progress. And there are plans for more promotions to increase awareness and product trial since the objective is to be market leaders in the juice industry throughout Ethiopia. So currently we are not in a position that allows us to say that our promotions are 100% effective in building the brand image.

With the agreement of the division manager the promotions did not contribute much in building the brand image and more work needs to be done.

6. What is the impact of promotion on the sales volume of the company?

The promotional practices that were used so far helped in introducing the product to the market but did not give an increase in sales volume just not as much as it was intended. The different promotional mix used was really helpful in introducing the product but the sales figures are still a matter of concern since the goal is to become market leaders.

As stated above the expected increase in sales volume did not happen or the promotions were not that effective in helping achieve the sales targets set by the management.

7. What are the factors that affect the effectiveness of the promotions of the Maaza brand in your opinion?

The absence of marketing division that handles the promotional practices is one factor that could affect our promotion. Because of the absence of marketing personnel currently the marketing decisions are made by the management and the division manager in a more or less traditional ways.

Another factor is the absence of a clearly defined promotional budget. This affects some promotional practices especially the ones that have a high cost like TV and radio ads.

Mainly the factors that are affecting the effectiveness of the promotions as pointed out by the division manager were absence of a professional marketing team and budgetary constraints. This made it difficult for the company to design a strong promotion to meet its targets.

8. How does your company evaluate the effectiveness of its Promotions? Has the company ever conducted a research on the effectiveness of its advertisement?

Even though there were no researches conducted to measure the effect of the promotion on the end user, the company evaluates the effectiveness of the promotion through the sales volume and also based on the demand of the product from different distributors and wholesalers in different parts of the country.

Since nothing was done to evaluate the effectiveness of the promotions it could be said that the company failed in measuring the communication results of its promotional efforts. And without any research or evaluation it is difficult for the company to isolate the problems.

9. Does your company provide Trainings to the sales team in the division?

There was training for the sales force at the beginning when the product was launched, by professional trainers from the Maaza International Company from Dubai. But after that there were no formal trainings but because of the salesman turnover the company started to give the new sales employees three days or more real market training by some of the more experienced sales mans in the division.

To avoid becoming obsolete, salespeople must be groomed to succeed their knowledge, skills, and abilities (KSA's) must be updated, and they must continually learn and grow (Harris, 2001). And from the above statement it could be concluded that the company did not put much emphasis on the importance of giving continues trainings for the sales team to help them increase their efficiency.

CHAPTER FIVE

5. SUMMERY CONCLUSIONS AND RECOMMENDATIONS

This chapter is the last part of the study which deals with summary of the major findings, conclusion and recommendation

5.1. SUMMERY

➤ **For questioners filled by end users**

- Even though the majority of the respondents have seen some of the promotional practices of the company they did not think that the messages of the promotions were persuasive enough to motivate purchase.
- Also the respondents did not think that the graphics and pictures were that attractive.
- And based on the promotions most of the end users thought that the Maaza juice was of good to medium quality product in contrary to the intentions of company that wanted to present the product as a high quality natural fruit juice.
- The respondents did agree that the promotions were effective in reminding them about the product and that they easily understood the advertisements.
- The promotions were not effective in neither positioning the product in customers mind nor in building a favorable brand image.

➤ **For the interview with the division manager**

- According to the division manager promotional decisions were given by the management of the company based on previous experiences and that there was no marketing division in the company currently.
- The division manager also agrees that the company needs to put more effort in its promotions to build a strong brand image and position the product in customers mind.

- As pointed out by the division manager some of the factors that affect the promotion effectiveness could be lack of defined promotional budget and absence of marketing division in the company.
- Also the company did not conduct any investigation as to why the promotions did not help in achieving the intended sales targets nor conduct a research on the effectiveness of its promotions.

➤ **For the questionnaires filled by the sales force**

- From the data obtained from the sales team it was clear that some of the sales persons did not have the required educational background for the task also out of the seven sales men's four of them had more than 6 years of experience as salesman's and two of them had from 2-3 years and only one was a fresh graduate showing that the majority have good experience.
- The training provided at the beginning when the product was launched turned out to be very effective with the strong agreement of all the salesman's that received the training. But some of the newly employed sales men did not receive any formal trainings.

5.2. CONCLUSION

➤ **For the questionnaires filled by end users**

- As it has been indicated in data analysis and interpretation sections, almost all except for few were familiar with the Maaza brand juice. Hence the company was effective in introducing the product to the market.
- The study shows that, the majority of the respondents have been exposed to some form of the promotions of the brand whether it is TV/radio ad, exhibitions or posters.

- According to the study, the majority of the respondents that have the promotions have responded that they were not motivated to purchase the products or they did not make purchase because of the promotions. So it could be said that the promotions were not strong enough to motivate purchase.
- As per the division managers response it was seen that the intention of the company was to promote the product as a high quality natural juice. But based on the response of the end users the majority said that according to the promotions they thought that the product was of a good to medium quality juice.
So the intended promotional messages did not reach to the target audience.
- The study specifies, that the majority of the respondents agree that the ads were effective in reminding the customer about the product. Hence the promotions were successful in reminding the customers about the Maaza brand.
- Based on the findings, the majority of the end users for the product did not think that the advertisements were persuasive. Thus it can be concluded that the messages that appeared in the promotions were not persuasive.
- Accordingly, high number of the respondents agrees that the promotions were easily understood by them. So the promotions were not difficult in terms of being understood.
- As per the findings, the majority of the respondents did not agree that the promotions provided sufficient information about the product. Hence the company failed to design the promotions in way that could provide sufficient information.
- According to the study, the majority of the respondents have shown their disagreement, that the promotion presented the product as a high quality natural juice. This shows that the promotions failed to present the juice as a high quality natural juice as per the intention of the company.

- Also based on the findings, large number of the respondents did not think that the pictures and graphics are that attractive. So the graphics and images in the advertisements failed in attracting and motivating the end users to consume the product.
- The study shows that, The Company is not effective in positioning itself in the customers mind through the promotions.
- As per the findings, the majority of the respondents did not have a favorable brand image about the product. Thus the promotions did not contribute in building the brand image.

➤ **For the interview with the division manager**

- Even though the promotions are conducted in collaboration with professional advertisement agencies for designing the graphics and ads but important issues like media timing, Reach, Frequency and impact of the advertisements are not taken in to consideration. So the promotions are conducted in a more traditional way based on past experiences of the management than being handled by professionals.
- As per the interview conducted with the division manager the company's intention was to promote or position the product in the customers mind as an affordable high quality natural juice, but from the data collected from the respondents it was seen that the majority of the end users though of the brand as a medium to good quality juice. So it could be concluded that the promotional intentions/messages of the company were not properly communicated to the target audience.
- Based on the interview it could be concluded that the absence of a marketing division and budgetary constraints are some of the major factors that could affect the effectiveness of the promotions.

- Also based on the findings of the interview the company did not investigate as to why the promotions failed in busting the sales volume as it was intended by the management.
- **For the questionnaires filled by the sales force**
 - From the data obtained from the sales team it was clear that some of the sales persons did not have the required educational back ground for the task even though they worked as sales mans for years they did not advance their education to higher levels solely depending on their experience.
 - Also based from the obtained data it could be concluded that out of seven sales man's four of them had more than 6 years of experience as salesman's and two of them had from 2-3 years and only one was a fresh graduate showing that the majority have more than enough experience.
 - The training provided at the beginning when the product was lunched turned out to be very effective with the strong agreement of all the salesman's that received the training. But some of the newly employed sales mans did not receive any formal trainings.

5.3 RECOMMENDATION

To give recommendations that could help the company in improving its promotional efforts in order to achieve its sales targets, build a strong brand image as well us gain market leadership in the juice industry the student researcher strongly suggests that/advises the company to

- The company has to design a new advertisement which is attractive in terms of its message, graphics and emotional appeals

- While designing its promotions the company should take into account that it is persuasive, reminding and creates awareness about the products. It has also to take the competitors advertisement in to consideration.
- The competitive advantages of the product should be at the core of all the promotions to create an integrated promotional campaign that tells the same story and has consistency in order to build a strong brand image.
- The company should higher well experienced and efficient personnel to handle promotional campaigns and build a strong marketing team within the company.
- The management needs to set a well-defined promotional budget in collaboration with the marketing team based on the intended promotional targets.
- The company has to undertake a research from time to time in order to find out whether the promotion has hit its target or not and take corrective actions based on the findings.
- The company could also benefit from integrating its promotion since that is the new way forward in the promotion world. Integrating its promotional practices could help the company to build a strong brand image in short time by sending consistent message, increasing operational efficiency and cost saving.
- The company should motivate the salespersons to build themselves by advancing their educational background especially the ones that have been working in the company for many years.

- The company should give some serious attention to the advantages of training the sales team to improve their performance in the market place and to increase their efficiency on service delivery to the customers.

- Sales managers are thereby confronted with the need to improve the KSA's of their salespeople while identifying ways to help their salespeople learn. Often, this grooming is accomplished through investments in sales knowledge e.g., training, mentoring, and coaching. To maintain a competitive edge, salespeople must build partnerships and practice techniques to sustain long-term customer relationships tools (Harris, 2001). Accordingly the company should focus on having training sessions for the sales team periodically either by internal or external trainers. Also build a system within the sales team where experience could be shared between the members.

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**St. Mary's University
School of Graduate Studies**

Department of marketing management

Questionnaire to be filled by the customers of Maaza Mango Juice

This questionnaire is prepared by a second year graduate student in the field of masters in marketing management for fulfillment of a senior essay. This questionnaire is prepared to assess the promotional practices of Mazza Mango Juice and to collect data which can assist to prepare a senior essay. The validity of your response has high contribution for success of my senior essay for this reason I would like to ask with due respect to give me the right response.

Thank you in advance for yours sincerely cooperation!

Instruction

- Please give your response by making the box using X sing, when needed.
- You are not supposed to disclose your names.
- If you are interested to give additional response use the blank space provided at the end.

I. General Characteristics of the respondents

1. Gender

Male

Female

2. Age

18-24

25-31

32-38

39-45

46 & above

3. Educational background

12 completed

Certificate

Diploma

1st Degree

Masters and above

Questions directly related to the study

4. Are you familiar with the Maaza brand Juice?

Yes

No

5. Did you see the promotions of the Maaza juice brand like tv/radio ad, posters, and/ exhibitions?

Yes No

6. Do you think the advertisement of the company is enough to motivate purchase?

Yes No

7. How do you see the quality of the Maaza brand juice when it is related to the advertisement?

High quality natural juice Medium quality Very bad
quality

Good quality Bad quality

SA=strongly agree; A=Agree; N=neutral, AD=Disagree; SDA=Strongly Disagree

Item No.	Description	SA	A	N	DA	SDA
8.	The promotion of the company is effective in reminding customers about the product.					
9.	The promotion of the company carries persuasive messages.					
10.	The promotion of the company is designed in a way which can be understood by the customer easily.					
11.	The promotion of the company provides sufficient information about the product.					
12.	The promotion of the company presents the product as a high quality natural fruit juice.					
13.	The pictures and graphics that appear on the ads are attractive					
14.	The promotion of the company is effective in positioning					

	the product in the customers mind.					
15.	The promotion of the company is effective in creating favorable brand image.					

18. If you have additional comments use the space below?

ቅድስት ማርያም ዩኒቨርሲቲ

ድህረ ምረቃ ፕሮግራም

ማርኬቲንግ ማኔጅመንት ትምህርትክፍል

በደንበኞቹ የሚሞላ መጠይቅ

ይህ መጠይቅ የተዘጋጀው በቅድስት ማርያም ዩኒቨርሲቲ የማርኬቲንግ ማኔጅመንት ትምህርት ማራቀቅ ማረጋገጫ ለማድረግና ለመረጃ ለመሰብሰብ ሲሆን የመጠይቁ ዓላማ የማስታወቂያ ሥራ ሂደት ይመለከታል። ጥናቱ ሙሉ በሙሉ ትምህርታዊ ነው።

የእርስዎ መልካም ፍቃድ ነገት በጥናቱ ከፍተኛ አስተዋጽኦ እንዲሰጥዎት ይጠበቃል። ለመጠይቁን በትኩረት እንዲሞሉ በትኩረት እንዲሞሉ ይቻላል። የሚጠጡት መረጃ በጥንቃቄ ይጠበቃል። ውድ ጊዜዎን ሰውተው ይህንን መጠይቅ ለመሙላት ፍቃድ ስለሆኑ በቅድሚያ ያከልብኩ መሰጠት ይገባል።

ማሳሰቢያ

- ይህንን መጠይቅ በሚሞሉበት ጊዜ ስምዎን እና ልዩ መለያዎችን መጥቀስ አይጠበቅብዎትም።
- መልስ በሚሰጡበት ጊዜ ሳጥኑት "X" ምልክት ያስቀምጡ።
- በተጨማሪም አስተያየት ካሎት በስተመጨረሻ ላይ ባሉት የአስተያየት መስጫ ቦታዎች ያስፍሩ።

ክፍል 1 ጠቅላላ መረጃ

1. ስምዎ ሴት

2. እድሜ 18-23 24-29 30-35
 36-41 41-46 47 በላይ

3. የትምህርት ደረጃ
 10-12ኛ ክፍል ያጠናቀቀ ስርተክፊት ዲፕሎማ
 የመጀመሪያ ደረጃ ድህረ ምረቃ

ክፍል 2 ከምርቱ ጋር የተያያዘ መረጃ

4. መላዛማትን ገጁ ስን ያውቁታል?
 አዎ አይ

5. የመላዛማትን ገጁ ስማ ስታወቁ አይተው ያውቃሉ?
 አዎ አይ

6. የድርጅቱ ማስታወቂያ እንዲገዙ አስተዋጽኦ አድርጎአል?

አዎ

አይ

7. የድርጅቱ የምርት ጥራት ከ ማስታወቂያ አንጻር እንዴት ይገመገሙታል?

በጣም ከፍተኛ ጥራት ያለው የተፈጥሮ ጁስ መካከል ት ያለው

በጣም ዝቅተኛ ጥራት ያለው ጥሩ ጥራት ያለው

ዝቅተኛ ጥራት ያለው

ተ.ቁ	መግለጫ	በጣም አስማማለሁ	እስማማለሁ	ከወገን ትኝት	አልስማማም	በጣም አልስማማም
8	የድርጅቱ ማስታወቂያ ደንበኞችን ስለምርቱ በማስታወስ ለረገድ ውጤታማነው					
9	የድርጅቱ ማስታወቂያ ሊያሳምኑ የሚችሉ መልዕክቶችን ይዟል?					
10	የድርጅቱ ማስታወቂያ ደንበኞች በቀላሉ ሊረዱት ይችላሉ					
11	የድርጅቱ ማስታወቂያ በቀየሮ ማረጋገጫ ሰጦታ ል					
12	የድርጅቱ ማስታወቂያ ምርቱ በጣም ከፍተኛ ጥራት ያለው የተፈጥሮ ጁስ መሆኑን ያስገነዝባል					
13	በማስታወቂያው ላይ ያሉ ክለርና ግራፊክስ ስራዎች ኩረት ይሰጣሉ					
14	የድርጅቱ ማስታወቂያ ደንበኞች አእምሮ ውስጥ በመቀረጽ ረገድ ውጤታማነው?					
15	የድርጅቱ ማስታወቂያ የምርቱን ስያሜ በማጠንከር ረገድ ውጤታማነው?					

St. Mary's University
School of Graduate Studies
Department of marketing management
Questionnaire to be filled by the sales force of Maaza Juice

This questionnaire is prepared by a second year graduate student in the field of masters in marketing management for fulfillment of a senior essay. This questionnaire is prepared to assess the capacity of the sales force of MazzaJuice to perform their duties efficiently and to collect data which can assist to prepare a senior essay. The validity of your response has high contribution for success of my senior essay for this reason I would like to ask with due respect to give me the right response.

Thank you in advance for yours sincere cooperation!

Instruction

- Please give your response by making the box using X sing, when needed.
- You are not supposed to disclose your names.
- If you are interested to give additional response use the blank space provided at the end.

1. Gender

Male Female

2. Educational background

12 completed Certificate Diploma
1st Degree Masters and above

3. How many years of experience do you have as a sales man?

No experience 1-5 years 5-10 years
10-15 15 and above

4. Did you receive any formal training regarding personal sales from the company?

Yes No

5. Were there a continues or ongoing trainings?

Was given training only once There are ongoing trainings

6. Did you receive practical training in the real market setting?

Yes No

SA=strongly agree; A=Agree; N=neutral, AD=Disagree; SDA=Strongly Disagree

Item No.	Description	SA	A	N	DA	SDA
7.	The trainings were very helpful to make effective presentations to customers and prospects about the product					
8.	I received enough training to efficiently gather market information and use them to increase my customer base					
9.	I received enough training to efficiently handle and give answer to customer objections.					
10.	I received enough training to help me develop skills in negotiating with customers					
11.	I received enough training to help me develop skills in prospecting new potential customers					

18. If you have additional comments use the space below?

St. Mary's University
School of Graduate Studies
Department of Marketing management
Interview Questions

This interview is prepared to interview the Division manager of Maaza juice which is required to fulfill the under study concerned to the promotional practices of the company.

1. What does the promotional practice for the Maaza juice brand looks like?
2. What things do the company takes into account in designing advertisement?
3. How is the company intending to promote or position the product in the customers mind?
4. Is there promotional budget? And what are the factors that determine the budget allocated for advertisement of the company?
5. To what extent the promotional practices of the company are effective in enhancing the reputation of the Maaza brand?
6. What is the impact of promotion on the sales volume of the company?
7. What are the factors that affect the effectiveness of the promotion the Maaza brand in your opinion?
8. How does yours company evaluate the effectiveness of its promotion? Has the company ever conducted a research on the effectiveness of its advertisement?
9. Does the sales force have the necessary training to perform their task efficiently?