

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

**AN ASSESSMENT OF MARKET SHARE OF**  
**ADDIS ADMAS**  
**NEWS PAPER IN ADDIS ABABA**

**PREPARED BY**  
**MAHLET ASMEROM**

**JUNR 2013**  
**SMUC**  
**ADDIS ABABA**

**AN ASSESSMENT OF MARKET SHARE OF ADDIS ADMAS**

**NEWS PAPER IN ADDIS ABABA**

**A SENIOR RESEARCH SUBMITTED**

**TO THE DEPARTMENT OF MARKETING MANAGEMENT**

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**THE DEGREE OF BACHELOR OF ARTS IN MARKETING**

**MANAGEMENT**

**BY**

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**APPROVED BY THE COMMITTEE OF EXAMINERS**

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# Chapter one

## Introduction

### 1.1. Background of the study

In any market where there exists a stiff competition among companies that pursue to succeed profitability and growth in their area of business, firms have to monitor their sales volume for the company's products and services which eventually defines corporate enhancement of the market share. Market share is the proportion of total sales of a product during a stated period in a specific market that is captured by a single firm. It can refer to the entire industries, segments of industries, or particular geographic areas, and can also apply to past, present, present future periods the change in market share over time is a vital indicator competitive dynamics. It indicates whether a firm is ahead, abreast of, or behind the market's total growth rate. (Michael.J, 2004 :)

In one way or another, the market share of any company tends to be determined mainly on the formulation and implementation of its sales related policies and practices at large.

According to (still, 2005:) sales related marketing policies have an impact up on the functional and operational activities of the sales department. These marketing policies delineate benchmarks within which the efforts to reach selling objective are made. Sales executives' roles in determining sales related marketing policies vary from company to company. These policies provide directions as sales executives plan how the company will reach selling objectives, as they organize, manage, and control the sales effort.

Clearly, these policies constitute the company's imposed marketing framework within which sales executives and the departments they lead must operate.

The product policy/ that to sell: the product type a given company sells determines its basic nature: the distribution policy/ who to sell: the choice of a particular marketing channel, or



channels set the guideline for sales operation policy definitely determines the success or failure of a particular business company.

In Ethiopia, there are different types of business companies engaged in facilitating marketing activities which embrace product offering, price setting, selection of distribution channels and promotion. After the liberalization of trade- based policies implemented by the incumbent government, numerous kinds of business industries have joined the sector to benefit from the realized opportunity. As being one of the beneficiaries on the improvement business policy, in the year 1992 E.C. ADDIS ADMAS NEWSPAPER has legally established in Addis Ababa by ADMAS ADVERSTIZING PLC. With abundant market demand and availability of few newspaper brands, Addis Admas Newspaper which is issued every Saturday, has entered to the market by incorporating range of attractive columns like World, National State, Sport, Business, Politics, Health, Life Style, Culture Society, Art, Trade and Economy, Science and Technology, and Entertainment. The case company has started its newspaper sales circulation with 5,000 copies per week and reached up to record high of 45,000 copies per week that allowed the firm to retain major proportions of market share than other competitive publication firms participated in the same industry.

## **1.2. Statement of Problem**

In present days, companies marketing strategy, this is a fundamental pattern of present and planned objectives, resource deployments, and interactions of an organizations with markets, competitors, and other environmental factors has become more of diversified so as to cope up with the dynamic change in preference, test, quality requirement, and generally change in demand of ultimate customers. Selling activities throughout the world to win competitive atmosphere of the market are implemented precisely based on the proper application of managerial operations like planning, organizing, directing and controlling techniques of the sales strategy. (Still, 2005)

A well built marketing strategy of a given firm can be disclosed in terms of profitability, market share, and sales volume over the product or service offered to the fragmented markets(s). Continual growth in market share is an indicator of the success of a company's marketing policy.

According to Addis zemen the Company that has the largest market share for a given geographical market is said to be the market leader in that market. Similarly, the market share of Addis Admas Newspaper before three years was reached in its climax level in terms of the newspaper's sales circulation and market share as per the internal records prevailed in the company. Operationally, for the last several years, Addis Admas had held the leading position on circulation of newspaper in the entire market. Nevertheless, during 2003 E.C. – 2005 E.C., due to the emergence of internal factors, its sales volume and market share have been shrunk from time to time. Besides, as the Ethiopian Broadcast Authority records disclosed, for the duration of 2003 E.C. 2004 E.C., 2005 E.C, and Addis Admas Newspaper faced decline in sales volume 2%, 3.5% and 4% respectively form the entire market share “Yearly National Newspapers Sales Circulation Report” Addis Zemen ,(p.p.32).

In order to investigate the stated problem, the student researcher was tried to answer the following basic research questions:

### **1.3. Research Questions**

1. What are the basic reasons that cause decline in market share?
2. How the company exploit its competitive advantage over the industry?
3. To what extent does the company is prepared to expand its market share?

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

This section of the proposal deals with the general and specific objectives that the student researcher is intended to achieve at the end of the study as follows:

#### **1.4.1. General Objective**

The general objective of the study dealt with an assessment on market share of Addis Admas Newspaper in Addis Ababa.

#### **1.4.2. Specific Objectives**

The specific objective of the study where to

- Investigate the basic reasons that caused decline in sales.
- Exploit the company's competitive advantage on the industry.
- identify the extent to which the company is prepared to expand its market share

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

This paper will have the following significance:

- The student researcher believes the final findings of this research and its corresponding recommendations was contribute a lot to the company in achieving its corporate objectives;
- This study was be conducted in order to fulfill partial requirement of marketing management degree program for the student researcher; and
- Furthermore, this research use as a second hand evidence for other researchers who insist to carry out further investigation on the same issue or other related topics.

## **1.6. Scope/Delimitation of the Study**

As the title designated, this study is to assess Addis Admas Newspaper Market Share. However, due to extensive nature of market share elements, the student researcher was delimit the content of the study only on the internal factors that able to influence market share. Likewise, the study would be only centered on the selected metropolitan areas of Addis Ababa, particularly around Arat Killo, Gofa Mazoria, and National Theater this is because these are center areas and have more people and also have distributors in this area and also, this research was comprise the time frame starting from Tikemet 2003 E.C. – 2005 Meyaziya.E.C. fiscal years.

## **1.7. Limitation of the study**

The student researcher has encountered a great deal of challenge due to from sample of respondent to fill and return the disseminated questionnaires on time in order to finish the study at the time period

Lack of reference materials in relation to the topic

Lack of up to date statically data because:-

- There is no data collection and storage trend
- Lack of organized data
- Lack of trained and sufficient man power

## **1.8. Research Design and Methodology**

### **1.8.1. Research Design**

In order to answer the above basic research question the student research was use descriptive research method.

Descriptive research method helps to describe research setting as it is and also allow the use of both qualitative and quantitative approach.

### **1.7.2. Population and Sampling Technique**

The population on this study was comprised internal peoples of the organization such as marketing manager, customers etc.

Regards sample size the student researcher was include 200 samples of customers and a manager. According to Malhotra; (2006) 200 samples was take because the research was a problem solving research The student researcher was use non-probability sampling approach based on Malhotra (2006).non-probability sampling approach is used where there is no assurance that all member of the population has some chance of being included in the sample. The student researcher was use convenience sampling of non probability

### **1.7.3. Type of Data to be collected**

Both primary and secondary data was collected. Primary data was collect from the manager and customer Secondary data will be collected from many other references such as books, internet, governmental office etc.

### **1.7.4. Method of Data Collection**

There are two basic methods which the student researcher was use to collect the data. These are questionnaire and interview. The questionnaire was distributed to customers and interview with the marketing manager of a company.

### **1.7.5. Method of Data Analysis**

The data was be analyzed by using both qualitative and quantitative data the questionnaire was analyze quantitative technique and Interview using qualitative technique. The data collect from the sample respondent was present by using the percentage. The response obtain from interview was present as statement in paragraph

## **1.9. Organization of Paper**

The study is organize into four parts as: chapter one which includes the introduction part of the research that incorporates background of the study, significance of the study, delimitation of the study, research design and methodology and organization of the study; chapter two that mainly discusses the related review; chapter three embraces data analysis, interpretation and presentation parts; and finally, chapter four focuses on the summary, conclusion and recommendation parts respectively

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

It is true that maintaining larger market share is essential for a given company to be leader of the industry's total market segment. Accordingly, for having the desired growing market share, there are plenty of persistent factors which require due consideration that are able to shape the performance of the firm in a given market place. While developing and pass through implementing market strategy to win the larger proportion of the industry's market share, companies' needs to perform within the scope of their resources allowed them to do so. As a result of wide range of market share elements, the student researcher has forced to address only some sections of market share elements which have an enormous impact on the day to day activities of the firm. This research covers only two elements of market share, which are selling activity of Addis Admas Newspaper and the competitions respectively. As per the vast nature of market share elements, lack of sufficient time and budget, and other exhaustive determinants, the student researcher has compelled to enlighten only the above selected parts.

#### **2.1. Definition of News Paper**

News Paper is a printed periodical whose purpose is to deliver news and other information in an up-to-date, factual manner. Newspapers appear most commonly in daily editions, but many also be issued twice a day or weekly. While the content of a newspaper varies, it generally consists of a predetermined combination of news, opinion, and advertising. The editorial section is written by reporters and other journalists at the direction of editors. The advertising content of a newspaper can be divided into two parts, classified and display. Classified as are small, text-only items obtained via telephone and set into the format by the classified advertising representative. Display ads are obtained by sales representatives employed by the newspaper who actively solicit local businesses for this larger, more visually oriented ad space. A newspaper is printed on thin paper made from a combination of recycled matter and wood pulp, and is not intended to last very long. Large printing presses, usually located at a plant separate from the editorial and advertising headquarters, print the editions, and a network of delivery tracks bring them to the newsstands and geographical distribution centers for subscribers. A newspaper is a regularly

schedules publication containing news, information, and advertising. The newspaper is typically by paid subscriptions and advertising ([www.tpub.com](http://www.tpub.com)).

### **2.1.1. Types of Newspapers**

There are three main types of newspaper published in the newspaper industry. These are:-

**Daily Newspaper:** daily newspaper print a least one edition every weekday. A daily newspaper is issued every day, sometimes with the expectation of Sundays and some national holidays. Saturday and, where they exist, Sunday editions of daily newspapers tend to be larger, include more specialized sections and advertising inserts, and cost more. Typically, the majority of these newspapers' staff work Monday to Friday. So the Sunday and Monday editions largely depend on content done in advance or content that syndicated. Most daily newspaper are published in the morning; afternoon and evening papers are aimed more at commutes and office workers.

**Weekly Newspapers:** weekly newspapers publish once a week. Weekly newspapers re common and tend to be smaller than daily paper. In some cases, there also are newspapers that are published twice or three times a week.

**General Interest Newspapers:** typically publish stories on local and national political events and personalities, crime, business, entertainment, society and sports. Most traditional papers also feature an editorial page containing editorial written by an editor and columns that express the personal opinions of writers. Other features include display and classified advertising, comics and inserts from local merchants.

**Special Interest Newspapers:** these newspapers concentrate on news of interest to a particular group like ethnic community ([www.answers.com](http://www.answers.com)).

### **2.3. Market Share**

Broadly defined, marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating exchanging value with others. In a narrow business context, marketing involves building profitable, value laden exchange relationships with

customers. Hence, we define marketing as the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return (Kotler, 2006).

Accordingly, a firm's marketing activity that involves in producing and delivering a given product or service at a specified market segment is mainly aimed at maximizing its market share over the competitor's share. Market share is referred to a proportion of total sales of a product during a stated time period in a specific market that is capture geographic areas and also can apply to past present or future time periods (William, 1991).

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

### **2.3.1. Types of market share measurement**

Market share can be measured in three ways: overall market share it the company's sales expressed as a percentage of total market sales. Served market shared is its sales expressed as a percentage of the total sales to its served market. Its served market share can be expressed as market share in relation to its largest competitor. A relative market share over 100 percent indicates a market leader. A relative market share of exactly 100 percent means that the company is tied for the lead. A rise in relative market share means a company is gaining on its leading competitor. A useful way to analyze market share movements is in terms of four components:

*Overall Marekt Share = Customer Penetraiton x Customer Loayality x Customer Selectivity x Price*



Where:

Customer penetration percentage of all customers who buy the company.

Customer loyalty: purchases from the company by its customers expressed as a percentage of their total purchases from all suppliers of the same products.

Customer selectivity: average price changed by the company expressed as a percentage of the average price change by all companies. Now suppose the company's the company's dollar market share falls during the period.

The overall market share equation provides four possible explanations: the company lose some of its customers (lower customer penetration); existing customers are buying less from the company (lower customer loyalty); the company's remaining customers are smaller in size (lower customer selectivity); or the company's price has slipped relative to competition (lower price selectivity) (Kotler and Keller, 2006).

### **2.3.2. Factors that Affect Market Share Growth**

According to Walker, (2003:218) the premise that market share gains are valuable when the market is growing stems from the expectation that the earnings produced by each share point continue to expand as the market expands.

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

- **The existence of positive network effects.** Pioneers in new product markets enjoy several potential competitive advantages that they can but don't always manage to leverage as the market grows.
- **Future changes in technology or key success.** If the rules of the game change, the competencies a firm relied on to capture share may no longer be adequate to maintain that share.

- **Future competitive structure of the industry.** The number of firms that ultimately decide to compete for a share of the market may turn out to be larger than the early entrants anticipate, particularly if there are few barriers to entry. The sheer weight of numbers can make it difficult for any single competitor to maintain a substantial relative share of the total market.
- **Future fragmentation of the market.** As the market expands, it may fragment into numerous small segments, particularly if potential customers have relatively heterogeneous functional, distribution, or service needs. When such fragmentation occurs, the market in which a competitor competes may shrink as segments splinter away.

In addition to these possible changes in future market conditions; a firm captures its early gains in market share also depends on how it obtained them. If a firm captures share through short-term promotions or price cuts that competitors can easily match and that may tarnish its image among customers, it may be short-lived

### **2.3.3. Methods of Increasing Market Share**

According to Walker, (2003:17) the basis that it is easier for a business to increase its share in a growing market is based on two arguments. First there may be many potential new users who have no established brand loyalties or supplier commitments and who may have different needs or preferences than earlier adopters. Thus there may be gaps or undeveloped segments in the market. It is easier than for a new competitor to attract those potential new users than to convert customers in a mature market. Second, established competitors are less likely to react aggressively to market-share erosion as long as their sales continue to grow at a satisfactory rate

#### ***Reasons to Increase Market Share***

Market share often is associated with profitability and thus many firms seek to increase their sales relative to competitors. Here are some specific reasons that a firm may seek to increase its market share:

- **Economies of scale** - higher volume can be instrumental in developing a cost advantage.

- **Sales growth in a stagnant industry** - when the industry is not growing, the firm still can grow its sales by increasing its market share.
- **Reputation** - market leaders have clout that they can use to their advantage.
- **Increased bargaining power** - a larger player has an advantage in negotiations with suppliers and channel members.

### *Ways to Increase Market Share*

The market share of a product can be modeled as:

Share of Market = Share of Preference x Share of Voice x Share of Distribution

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

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

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

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

### ***Reasons Not to Increase Market Share***

An increase in market share is not always desirable. For example:

- If the firm is near its production capacity, an increase in market share might necessitate investment in additional capacity. If this capacity is underutilized, higher costs will result.
- Overall profits may decline if market share is gained by increasing promotional expenditures or by decreasing prices.
- A price war might be provoked if competitors attempt to regain their share by lowering prices.
- A small niche player may be tolerated if it captures only a small share of the market. If that share increases, a larger, more capable competitor may decide to enter the niche.
- Antitrust issues may arise if a firm dominates its market.

In some cases it may be advantageous to *decrease* market share. For example, if a firm is able to identify certain customers that are unprofitable, it may drop those customers and lose market share while improving profitability.

### **2.7. Competitive environment.**

The competitive environment consist the number of competitors a company faces, the relative size of competitors, and the degree of interdependence within the industry. The marketing department of a company has little control over the competitive environment confronting it.

Customer needs are changing because their economic status and their views about themselves and the world are changing. Customers are reinventing themselves more frequently these days and hence their whole being and their rational of existence is changing. This reflects in the products and services they buy and their motivations in buying those products and services also change. They want their needs to be served differently, and in most cases different providers (Kumar and Meenakshii, 2006).

#### **2.7.1. Types of Competition**

Broadly speaking all firm compete with one another for customers' dollars. More practically, however, a marketer generally defines competition as other firms that market products that are

similar to or can be substituted for its products in the same geographic area. These competitors can be classified into one of four types. Brand competitors market products with similar features and benefits to the same customers at similar prices. For example, a thirsty, calorie-conscious customer may choose a diet soda, such as diet coke, diet Pepsi, or diet RC, from the soda machine. However, these sodas face competition from other type of beverages. Product competitors compete in the same product class, but their products have different features, benefits and prices. The thirsty dieter, for instance, might purchase ices tea, juice or bottled water instead of a soda. Generic competitors provide very different products that solve the same problem or satisfy the same basic customer need. Our customer, for example, might simply have a glass of water from the kitchen tap to satisfy her thirst. Total budget competitors compete for the limited financial resources of the same customers.

Total budget competitors for diet coke, for example, might include gum, a candy bar, or a newspaper. Although all four types of competition can affect a firm's marketing performance, brand competitors are the most significant because buyers typically see the different products of these firms as direct substitutes for one another. Consequently, marketers tend to concentrate environmental analyses on brand competitors (Pride and Ferrell, 2005).

While identifying and understanding the competitive environment, a company should analyze its competitive advantage aggregately; a company can provide superior customer value.

### **2.7.2. Sources of Competitive Advantage**

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

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

**Superior resources** – are tangible and intangible requirements that enable a firm to exercise its skills. Superior resources may be number of sales people, expenditure on advertising, number of

distributors and financial resources, brand equity, the reputation of the company, and the intellectual property of the company including patents, copyrights and trademarks etc.

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

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

## **2.8. Creating Differential Advantages**

A differential advantage is the set of unique features of a company and its products that are perceived by the target market as significant and superior to the competition (Lamb, et al, 2004: 466). Such features can include high product quality, rapid delivery, low prices, excellent service, or a feature not offered by the competition. Although skills and resources are the sources of competitive advantage, they are translated into a differential advantage only when the customer perceives that the firm is providing value above that of competition. From those ways to differentiate ones offering, the following are major concerns:

### **2.8.1. Product**

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

## **Product Quality**

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

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

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

## **Product Design and Features**

Product design refers to how a product is conceived, planned and produced. Design is a very complex topic because it involves the total sum of all the products' psychological characteristics. Good design is one of the best competitive advantages any brand can possess. Besides, product design comprises the following:

One component of design is styling, or the physical appearance of the product. The style of a product is one design feature that can allow certain products to sell very rapidly. Good Design, however, means more than just appearance; it also involves a product's functioning and usefulness.

Product features are specific design characteristics that allow a product to perform certain tasks. By adding or subtracting features, a company can differentiate its products from those of the

competition. For a brand to have a sustainable competitive advantage, marketers must determine the product designs and features that customer's desire (Pride and Ferrell, 2005: 283).

### **2.8.2. Distribution**

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

#### **Functions Performed by Channel Intermediaries**

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

#### **Types of Marketing Distribution**

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

**Intensive Distribution:** uses all available outlets for distributing a product. This type of distribution is appropriate for convenience products like bread, chewing gum and newspapers. Convenience products have a high replacement rate and require almost no service. To meet these



demands, intensive distribution is necessary and multiple channels may be used to sell through all possible outlets.

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

**Exclusive Distribution:** uses only one outlet in a relatively large geographic area. It is suitable for products purchased infrequently, consumed over a long period of time or requiring services or information to fit them to buyers' needs. It is also used for expensive, high-quality products, such as Porsche automobiles (Pride and Ferrell, 2005).

### **2.8.3. Promotion**

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

#### **The Goals and Tasks of Promotion**

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

#### **2.8.4. Price**

Using low price to gain differential advantage can fail unless the firm enjoys cost advantage and has resources to fight price war. Prices are the key to revenues, which in turn are the key to profits for an organization. Revenue is the price charged to customers multiplied by the number of units sold. Revenue is what pays for every activity of the company: production, finance, sales, distribution, and so on. What's left over is profit (Pride and Ferrell, 2000).

#### **Pricing Objectives**

According to Pride and Ferrell, (2005). To survive in today's highly competitive marketplace, companies need pricing objectives that are specific, attainable and measurable. Realistic pricing goals then required periodic monitoring to determine the effective of the company's strategy

Overall, a company that is engaged in providing a given product should analyze and evaluate its sales related marketing policies, industry attractiveness, competition, and change in customer needs frequently. Once, the firm organize well designed plans with regard to its market activities, the sequel should be giving due attention while combining its core marketing strategy that ultimately lead to prosper and achievement of organizational goals. Here under are the major core marketing strategies where by a given business firm would follow.

#### **2.9. Core Marketing Strategy**

The core strategy focuses on how business objectives can be accomplished. It consists of three elements.

**Target markets:** target markets are groups of customers that are attractive to the business and match its supply capabilities. Information regarding size, growth and potential, level of competitor activity, customer requirements and key factors for success are needed to assess the attractiveness of each segment.

If the needs of target customers have changed, the marketing mix should be adapted to match the new requirements. In other cases, target markets may have fallen in attractiveness and produces will have to be repositioned and targeted at different market segments.

**Competitor's targets:** weak competitors may be viewed as easy prey and resources are organized to attack them. The company has to establish a policy to determine the competitors that it will take on and how.

**Competitive advantage:** the link between target markets and competitors target is the establishment of competitive advantage. Businesses need to achieve a clear performance differential over competitors on factors that are important to target customers. The most successful methods are built upon some combination of three advantages which are, being better: superior quality or service; being faster: anticipate and respond to customer needs faster than competition; being closer: establishing close long term relationship with customers (Kumar and Meenakshii, 2006).

## CHAPTER THREE

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the presentation, analysis, and interpretation based on the data gathered from the response of reader's and Marketing Manager of Addis Admas Newspaper. Some of the data was obtained through the use of questionnaires that contain open and closed ended questions, and the rest was gathered by the means of interview conducted with the Marketing Manager of the newspaper.

**Table 1: Total Population of the Study**

Description	Readers	Marketing Management
Number of returned questionnaires	195	1
Number of unreturned questionnaires	5	-
<b>Total</b>	<b>200</b>	<b>1</b>

The student researcher prearranged a population that comprises 200 respondents from readers of Addis Admas Newspaper, and one respondent from Marketing Management department of the case company. However, due to some reasons, 5 questionnaires were missed from the reader's side; and at the same time one response was lost during administering the questionnaire. Generally, from readers sample size, 195 (97.5%) respondents filled and returned the questionnaires. Accordingly, the Marketing Manager of the firm was interviewed about the existing condition of the business and other related issues.

#### **3.1. Presentation and Analysis of Quantitative and Qualitative Data**

This study was analyzed with the help of both quantitative and qualitative methods of data analysis in order to identify problems and suggest effective solutions for the research problems.

##### **3.1.1. Quantitative Data Presentation and Analysis**

Quantitative data was acquired from readers of the newspaper by placing and disseminating closed-ended question on the questionnaire prepared in advance.

Analysis of quantitative data is classified in to two sections, specifically, as general characteristics of the respondents; and analysis of data pertaining to the study as follows.

### 3.1.1.1. General Charactersics of the Respondents

This section comprises data about the demographic characteristics of Addis Admas Newspaper reader's and who are located in Addis Ababa.

**Table 2:- Gender and Age Representation of Respondents**

Item	Question	Addis Admas Readers	%
1	<b>Gender</b>		
	Male	135	64.2
	Female	60	30.8
	<b>Total</b>	<b>195</b>	<b>100</b>
2	<b>Age<sup>9</sup></b>		
	18-25years	91	46.7
	26-33 years	59	30.3
	34-41years	27	13.8
	42-49years	14	7
	50and above	4	2.1
	<b>Total</b>	<b>195</b>	<b>100</b>
3	<b>Educational level</b>		
	12 complete	16	8.2
	Certificate	29	14.9
	Diploma	46	23.6
	1 <sup>st</sup> degree	85	43.6
	Above 1 <sup>st</sup> degree	19	9.7
<b>Total</b>	<b>195</b>	<b>100</b>	
4	<b>Job status</b>		
	Personal job	50	25.6
	Private company	51	26.2
	Civil servant	58	29.7
	Student	20	10.2
	Other	16	8.2
<b>Total</b>	<b>195</b>	<b>100</b>	

According to item 1 of table 2 above from the total respondents of Addis Admas Newspaper reader's, 135(69.2%) of them were male, and 60(30.8%) were female. It implies that this more of the respondents of the questionnair are males

Based on the age structure information gathered from the Addis Admas newspaper readers response, 91(46.7%) of them were between 18-25 years old; 59 (30.3%) of readers positioned themselves between 26-33 years old; 27(13.9%) of them placed their age between 34-41years; 14(7%) of them were between 42-49 years old of readers and the rest were aged 50 years and above. The implication is the respondents of the questionier more of in the age between 18 and 33 readers than the elder ones and 26-33 are placed.

As indicated in item 3 which indicated the educational background of Addis Admas newspaper readers where by 16(8.2%) were 12 complete individuals; 29(14.9%) of them held certificate; out of the read's response, 46(23.6%) informants revealed that they have a diploma; 85(43.6%) indicate that they are 1<sup>st</sup> degree holders; and lastly, 19(9.7%) of respondents disclosed as educated above 1<sup>st</sup> degree level. The implication is that, most the respondent disclosed that they have either first degree and above. Based on this the fac we can infer that majority of the respondents are having more than diploma which can indicate their capacity to read and respond to all the questions in the questionnaire.

Additionally, regarding job status of readers, 50(25.6%) respondents were engaged in personal job; 51(26.2%) of respondents answered as they were private company employees; 58(29.7%) responded their job status as civil servants; and 20(10.2%) respondents are students who were endeavoring to meet their dream; while 16(8.2%) were participated on responses undefined line of business. It implies that the responses gained from readers of the newspaper were indicated the readers of the news paper are civil servant and privete and public company's this employees that they need more information than students and other society

The following part covers two major responses obtained from readers of Addis Admas Newspaper as follows.

**Tabel 3 The Reason Why Readers Buy Addis Admas Newspaper**

Item	Question	Description	Frequency	%
1	Why do you buy Addis Admas Newspaper every week?	Price	5	2.6
		Quality	4	2
		Content	95	48.7
		Reliability	59	30.3
		Availability	24	12.3
		Other	8	4.1
		<b>Total</b>	<b>195</b>	<b>100</b>

Item 1 of tabel 3 above, which indicates the reason behind the readers to buy Addis Admas News Paper every week,5(2.6%) of the respondents pointed out that it is price of the news paper that kept them read the newspaper regularly,4(2%) of them said it is the quality,95(48.7%) of them indicated that it is the content of the newspaper,59(30.3%) of pointed out its reliability,24(12.3%) of them pointed that it is availability of the newspaper, while the rest 8(4.1%) of them said it is other reason. Based on the data indicated above the student researcher can infer that content of news paper ranked first followed by reliability that kept them to be customer of the newspaper.

**Table 4: Readers' Reflection on the Newspapers' Expected Improvement**

Items	Question	Description	Frequency	%
1	Do you get Addis Admas Newspaper as you expected?	Yes	60	30.8
		No	109	55.9
		I don't Know	26	13.3
		<b>Total</b>	<b>195</b>	<b>100</b>

As per item 1 of table 4 above, 109(55.9%) of respondents replied they did not get it as their expectation on the newspaper weekly edition; 60(30.8%) of them responded as yes; and

26(13.3%) of readers answered as they did not know. The implication drawn from this Addis Admas newspaper did not much with buyers expectation this is because 109(55.9%) answers not as they expected.

**Table 5: Readers Preference among Weekly Newspaper**

Items	Question	Description	Frequency	%
1	If you were to choose among weekly newspapers, which brand would you prefer?	Reporter	70	36
		Capital	5	2.6
		Addis Admas	104	53.3
		Ethio chanal	16	8.2
		<b>Total</b>	<b>195</b>	<b>100</b>

With respect to item 1 of table 5, which indicates preference of readers with respect to news paper available in the market, 70(36%) of them said they choose Reporter, 16(8.2%) of them said choose Ethio channel, while majority of the respondents which is 104(53.3%), of indicate that they choose Addis Admas, while the remaining 5(2.6%) of them said they choose capital. Based on the information that one student researcher can infer that more than half of the respondents, 104(53.3%), pointed out that they choose Addis Admas from any other news papers available in the market.

**Table 6: Reader's Response towards Nameplate Attractiveness**

Items	Question	Description	Frequency	%
1	The Nameplate of Addis Admas Newspaper is attractive enough?	Strongly Disagree	44	22.6
		Disagree	81	41.5
		Agree	50	25.6
		Strongly Agree	20	10.3
		<b>Total</b>	<b>195</b>	<b>100</b>

According to item 1 of table 6, 81(41.5%) of respondents were disagreed with respect to the nameplate attractiveness of Addis Admas; 50(25.6%) of them agreed as the nameplate of Addis Admas was attractive enough; 44(22.6) of them strongly Disagree; 20(10.3%) Strongly Agree.



Based on the data indicated above the we can infer that, Addis Admas Newspaper nameplate not attractive enough to customers.

**Table 7: Weekly Headline’s Influence to make Readers Buy Addis Admas**

Items	Question	Description	Frequency	%
1	Weekly headlines are influential to buy Addis Admas Newspaper	Strongly Disagree	7	3.6
		Disagree	43	22.1
		Agree	125	64.1
		Strongly Agree	20	10.2
		<b>Total</b>	<b>195</b>	<b>100</b>

As it can be observed in item 1 of table 7, readers of the newspaper were asked if weekly headlines were influential to buy Addis Admas, and 125(64.1%) respondents rated agreed, as weekly headlines were that forced them to buy Addis Admas Newspaper; while, 43(22.1%) rated disagreed as weekly headlines have nothing to do with them to buy Addis Admas;20(10.2%) pointed out that they strongly agree with the influence of headlines to buy the news paper;7(3.6%) rated as strongly disagree. Based on the data indicated above the one infer that the, headlines published every week on Addis Admas have a great deal of influence to make readers buy the newspaper.

**Table 8: Attractiveness of Addis Admas Newspaper Layout Design**

Items	Question	Description	Frequency	%
1	The layout design of Addis Admas is attractive enough	Strongly Disagree	14	7.2
		Disagree	107	54.8
		Agree	65	33.3
		Strongly Agree	9	4.6
		<b>Total</b>	<b>195</b>	<b>100</b>

As shown in item 1 of table 8, readers were asked about attractiveness of Addis Admas Newspaper layout design, and 107(54.8%) of them disagreed on the layout design attractiveness of Addis Admas; however, 65(33.3%) respondents agreed by replying as the layout design of the

newspaper was eye catching; 14(7.2%) of them are strongly disagree; the rest 9(4.6%) said strongly agree. Based on the data the can infer that 107(54.8%) of respondent pointed out layout of the newspaper not attractive for the buyers. This implies that the company need to make some kind of improvement on color, desigen of the newspaper in order to get competitive advantage and to meet and exceed the customers expectation.

**Table 9: Addis Admas Enclosed Extensive Analysis on Selected Issues**

Items	Question	Description	Frequency	%
1	Addis Admas Newspaper comprises a broad analysis in its weekly edition's selected issues	Strongly Disagree	16	8.2
		Disagree	98	50.3
		Agree	67	34.3
		Strongly Agree	14	7.2
		<b>Total</b>	<b>195</b>	<b>100</b>

As it is stated in item 1 of tabel 9 which indicated that the Reason behind the provision of broad analysis in weekly publication of Addis Admas, and 98(50.3%) of respondents disagreed as it did not provide wider analysis for selected topics of the week; and 67(34.3%) of them agreed on what the newspaper presented weekly was enough; 16(8.2%) strongly disagree; the rest are 14 (7.2%) strongly agreed with the newspaper presented weekly. The implication is that newspaper did not make available adequate level on chosen topics for its readers every week

**Table 10: The Level of Up-to-date Information Published on Addis Admas**

Items	Question	Description	Frequency	%
1	The level of up-to-date information published in Addis Admas Newspaper	Low	20	10.3
		Medium	107	54.9
		High	33	16.9
		Very High	35	17.9
		<b>Total</b>	<b>195</b>	<b>100</b>

As shown in table above, readers were asked about the level of up-to-date information they obtained from Addis Admas Newspaper, and 107(54.9%) of them replied as it was medium; 33(16.9%) respondents suggested as it was high; and 20(10.3%) thought as it was low;

35(17.9%) the said very high. The implication is that firm's level of publishing information was medium that couldn't make readers satisfied and unable to make them gain most recent news on the globe.

**Table 11: Addis Admas Maintains Consistency in its Weekly Editions**

Items	Question	Description	Frequency	%
1	Addis Admas Newspaper has maintained consistency in its weekly edition	Strongly Disagree	14	7.2
		Disagree	107	54.9
		Agree	57	29.2
		Strongly Agree	17	8.7
		<b>Total</b>	<b>195</b>	<b>100</b>

As indicated in 1 item of table 11, readers have given their respective confirmation with regard to whether Addis Admas Newspaper maintained consistency in its weekly edition. 107(54.9%) of respondents have disagreed on the newspaper's consistency over time because the quality of the newspaper has reduced; and 57(29.2%) of readers gave their agreement that the company has maintained the quality of the newspaper throughout those years; 17(8.7%) of strongly agree; the rest of 14(7.2%) where said strongly disagree . The implication is, as proofed by readers, the company did not sustain consistency over the period of time. It is believed that Addis Admas has lost its competitive advantage over rivals.

**Table 12: The Availability of Addis Admas Newspaper**

Items	Question	Description	Frequency	%
1	How is the availability (convenience) of Addis Admas Newspaper within your locality?	Low	11	5.6
		Medium	56	28.7
		High	96	49.2
		Very High	32	16.4
		<b>Total</b>	<b>195</b>	<b>100</b>

As indicated in item 1 of 12 table above, respondents were asked how the availability of Addis Admas Newspaper in their locality, 96(49.2%) of them replied the availability of the newspaper as high because they have watched the newspaper in every corner of their locally every week;

56(28.7%) respondents suggested the availability as medium; however, 11(5.6%) of them replied as the availability of Addis Admas was low; 32(16.4%) of them replied the availability of the news paper is very high. As the data collected from customers the availability of the news paper is high and also some of them indicated that it is availability is medium this implies that the distribution of the newspaper is covers more area and the customers can get it easily

**Table 13: The Quality of Pictures Published in Addis Admas**

Items	Question	Description	Frequency	%
1	How is the quality of pictures that are published in Addis Admas Newspaper?	Low	112	57.43
		Medium	52	26.66
		High	26	13.3
		Very High	5	2.5
		<b>Total</b>	<b>195</b>	<b>100</b>

As item 1 table 13 indicated, readers were asked to give their perspective on the level of picture quality printed in Addis Admas and 112(57.43%) respondents thought that the quality of pictures as low; 52(26.66%) of them replied as medium; and 26(13.3%) of respondents said the quality of pictures printed in Addis Admas was high; the rats 5(2.5%) of respondent said the quality of the picture is very high. It implies the quality 57.43% of the readers' suggest that the quality of the picture is very low this indicates large number of customer not satisfied by the quality of the picture publish.

**Table 14: Addis Admas Competitiveness in Newspaper Industry**

Items	Question	Description	Frequency	%
1	How competitive is Addis Admas Newspaper in the existing newspapers industry?	Low	16	8.2
		Medium	58	29.7
		High	99	50.8
		Very high	22	11.3
		<b>Total</b>	<b>195</b>	<b>100</b>

According to item 1 of table 14 indicated what respondents thought about the competitiveness of Addis Admas Newspaper and 99(50%) of them replied that Addis Admas was highly competitive enough among other; 58(29.7%) respondents believed the performance of the newspaper to be competitive as medium; 22(11.3%) on the other hand, 16(8.2%) of them responded on competitiveness of the newspaper as low. The data collected from readers implies in Addis Admas Newspaper has a good competitive advantage on the eye of its readers which made the newspaper compete in the market with other participants of the industry.

### **3.2.1. Qualitative Data Presentation and Analysis**

Qualitative data was obtained from readers and distributors of Addis Admas by the help of open-ended question; and moreover, also used an interview to maintain information from marketing manager of firm.

#### **3.1.2.1. Qualitative Data from Readers of Addis Admas**

In order to give readers a chance to write what they feel and put their own opinion, open ended questions were delivered for them. Hence, some of these qualitative suggestions are organized as follows:-

- Most of Addis Admas readers have claimed political, economical, and sport analysis on the newspaper did not satisfy them. Consequently, they have requested the firm to incorporate wider coverage on the above issues
- Some readers stated the number of pages published every week as very small and infer that Addis Admas increase its number of pages.
- Readers have demanded the newspaper to publish fair, reliable, and up-to-date information in order to make them be loyal buyers of Addis Admas.
- Addis Admas should reduce the proportion of advertisement section because more than 40% of the newspaper's spaces are filled with ads than information and recent news.
- The newspaper should be printed in color to make readers attracted by it.
- Some of them suggested would be better for Addis Admas Newspaper to invite competent columnists and allows them to entertain critical issues.

- They have also asked the newspaper to include philosophical matters, and general history like “past events of the week” and other related columns in order to increase the number of buyers.
- Some of them said Addis Admas gave a big headline and then where a very little detail on the headline. So, this situation has to be improved rapidly.

### **3.1.2.2. Qualitative Data Gained From Marketing Manager of the Firm**

Here under is an interview was conducted with Marketing Manager of Addis Admas Newspaper who is responsible to lead daily operations of the newspaper.

#### ***What are the current sales trends of Addis Admas Newspaper?***

The marketing manager of the company has claimed concerning on the sales trends of the newspaper, for the past 4 years it has faced decline in sales. As per his explanation, the newspaper was in a position to publish up to 42,000 copies of Addis Admas every week before 2-3 years, however, due to increased level of competition, dynamic demand of readers, and other related internal and external factors, the current trend of the newspaper has been shrunk to 25,000-30,000 copies of weekly sales. And moreover, the marketing manager of Addis Admas admitted that year 2001 E.C. was the worst year the company confronted with reduced sales of Addis Admas among these years.

#### ***What type of forecasting techniques does the company follow?***

The marketing manager of Addis Admas asserted that the company followed the type of forecasting method time series analysis in which the company uses its historical sales data to discover a pattern in the firm’s sales over time. From this technique, trend analysis is the one used by Addis Admas Newspaper where by the company focuses on aggregate sales data over periods and based on that information they would make decision on weekly copies of the newspaper.

***On what perspective does the company believe that it has adequate sources of firms' competitive advantage?***

Accordingly, the marketing manager of Addis Admas revealed that the firm has been a leading newspaper publisher in the previous periods. And its competitive advantages were relied on its superior personnel resource that is creative enough to incorporate different issues in order to satisfy readers of Addis Admas. However, as the manager disclosed, too many staff members who showed the way by leading it to growth have left the firm. As a result the company tried to position once held by Addis Admas. And this situation compelled the firm to be positioned in the middle of losing its core competency. He thought the discrepancies that affected the weekly demand of Addis Admas newspaper was created as a result of losing qualified members of the company.

***How effective is Addis Admas in harmonizing its core market strategies each other?***

The marketing manager of the newspaper replied, the company has tried believed that it has made its core marketing strategy viable in order to make the newspaper qualified enough to lead existing market.

***Did newspaper industry competition influence you to change your marketing strategies?***

As a matter of fact, it definitely forced us to change our strategy. Because of globalization and unlimited access for information, most of the newspaper marketing strategies were inevitable to be changed. To this effect, other newspapers are changing their interface and layout design with colorful publication. Even though Addis Admas did not make colorful its newspaper's appearance, he believed it terms of content quality and giving more space for societal concerns, Addis Admas is sufficient to outshine among competitors weekly editions. However, he admitted the competition was the major driving force that made the firm's weekly copies reduced from time to time.

***What types of effort are you exerting to win differential advantage over the newspaper industry?***

The manager replied that the differential advantage of Addis Admas newspaper based on the newspaper internal content that incorporates variety of issues that can arouse public interest more

than any other competing firms. Other theoretical differential advantages practiced in other corner of the world are not performed on our country newspaper industry like pricing, distribution channel selection, and promotion because they are considered as the same in the industry.

***What is your suggestion with respect to reader's compliant handling practice of the company?***

The marketing manager of the company said, it is true that complaints are raised on the quality of pictures, lack of publishing adequate range of analysis and other issues. And reader's involvement to raise compliant would help us a feedback for our improvement on publication related problems and of our reader's objections are really occurred in our newspaper now and then. So we are on the way to conduct demand analysis in the near future months to cope up with our existing reader's preferences by eliminating or minimizing reader's complaint and in order to attract potential market attention.

***What is your opinion on the position of Addis Admas existing market share?***

He replied that according to records help in the company and other pertinent parties, figures are showing the company is losing its market share as a result of reduction in weekly publication copies sales volume. As indicated on the above portions of this interview, the marketing manager of the firm admitted for the past 3 years, the firm has lost its leading position from the newspaper's industry due to incapability to maintain and stay as long as possible by making research and development throughout the year. As a result, the position of publishing large number of weekly copies and leading the relative market share of the industry has been took over by other competing firms. So it is true that the company has lost its market share leader position. Fortunately, the company is preparing to follow systematic approach which can lead it to prosperous and achievement of its goals.



## **CHAPTER FOUR**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

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

#### **4.1. Summary of major findings**

Here under are major findings of the study summarized to make the research easily understandable to readers of this final research paper.

- Readers were asked why they buy Addis Admas New paper every week, and 95(48.7%) of them claimed for its content; 59(30.3%) readers said in order to access reliable information ; 24(12.3%) of respondents suggested for its availability; 5(2.6%) of them bought for its fair price; 4(2%) of readers were initiated to buy Addis Admas because of its quality than other available newspapers in the market; and 8(4.1%) of them said they have bought
  
- Readers were asked if they thought Addis Admas has enhanced its approach to be competent in the existing market as their expectation and 109(55.9%) of them answered as no it has not; while, 60(30.8%) of readers said yes it has; and, 26(13.3%) of them replied as they did not know whether the newspaper has improved its approach or not.
  
- Preference of readers with respect to news paper available in the market, 70(36%) of them said they choose Reporter, 16(8.2%) of them said choose Ethio channel, while majority of the respondent which is 104(53.3%), of indicate that they choose Addis Admas, while the remaining 5(2.6%) of them said it is capital.

- With regard to the nameplate attractiveness of Addis Admas, readers were asked to give their reply and 81(41.5%) were disagreed; however, 50(25.6%) of readers have agreed up on attractiveness; 44(22.6%) of them strongly disagree; 20(10.3) strongly agree of Addis Admas nameplate.
- Readers were asked if they agreed on the influence of weekly headlines to make them, and 125(64.1%) respondents agreed, as weekly headlines were that forced them t-o buy Addis Admas Newspaper; while, 43(22.1%) of them disagreed as weekly headlines have nothing to do with them to buy Addis Admas; 20(10.2%) pointed out that they strongly agree with the influence of headlines to buy the news paper;7(3.6%) of them strongly disagree.
- With regard to readers the attractiveness of Addis Admas Newspaper layout design; 107(54.8%) of them disagreed on the layout design attractiveness of Addis Admas; however, 65(33.3%) respondents agreed by replying as the layout design of the newspaper was eye catching; 14(7.2%) of them are strongly disagree; the rest 9(4.6%) said strongly agree.
- Readers were asked to give their conformity whether the newspaper presented a wide range of analysis in its weekly edition's selected issues; and 98(50.3%) of respondents disagreed as it did not provide wider analysis for selected topics of the week; and 67(34.3%) of them agreed on what the newspaper presented weekly was enough; 16(8.2%) strongly disagree; the rest are 14 (7.2%) strongly agreed with the newspaper presented weekly.
- Readers were asked about the level of up-to-date information they obtained from Addis Admas Newspaper, and 107(54.9%) of them replied as it was medium; 33(16.9%) respondents suggested as it was high; and 20(10.3%) thought as it was low; 35(17.9%) the said very high.

- Readers have given their respective confirmation with regard to whether Addis Admas Newspaper maintained consistency in its weekly edition. 107(54.9%) of respondents have disagreed on the newspaper's consistency over time because the quality of the newspaper has reduced; and 57(29.2%) of readers gave their agreement that the company has maintained the quality of the newspaper throughout those years; 17(8.7%) of strongly agree; the rest of 14(7.2%) wher said strongly disagree .
  
- Respondents were asked how the availability of Addis Admas Newspaper in their locality, 96(49.2%) of them replied the availability of the newspaper as high because they have watched the newspaper in every corner of their locally every week; 56(28.7%) respondents suggested the availability as medium; however, 11(5.6%) of them replied as the availability of Addis Admas was low; 32(16.4%) of them replied the availability of the news paper is very high.
  
- On the level of picture quality printed in Addis Admas readers answers; 112(57.43%) respondents thought that the quality of pictures as low; 52(26.66%) of them replied as medium; and 26(13.3%) of respondents said the quality of pictures printed in Addis Admas was high; the rest 5(2.5%) of respondent said the quality of the picture is very high.
  
- Respondents thought about the competitiveness of Addis Admas Newspaper and 99(50%) of them replied that Addis Admas was highly competitive enough among other; 58(29.7%) respondents believed the performance of the newspaper to be competitive as medium; 22(11.3%) on the other hand, 16(8.2%) of them responded on competitiveness of the newspaper as low.

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## 4.2. Conclusion

- As it can be seen on the previous chapters, readers have claimed that they were not satisfied with the approach and performance of Addis Admas Newspaper in which the situation led the company to result in failure to hold substantial size of market share in Addis Ababa. Hence, based on these major findings of the study, the following concluding remarks are drawn:
- The study shows that readers of Addis Admas have preferred the newspaper for its content matter than other reasons. Readers of Addis Admas believed the nameplate of the newspaper has been uninviting in order to attract increased number of buyers. This might challenge the company not to attain large number of followers of its weekly newspaper.
- In the study specifies, readers did not agree with the layout design attractiveness of Addis Admas newspaper. It might be one of the major factors that reduce the newspaper's weekly sales circulation and eventually affecting its market share position. They have claimed weekly headlines of Addis Admas were influential to make them buy it.
- As readers indicated readers have asserted headlines and pictures sometimes create confusion when they are used together. As a result this might lead readers to switch their preference to other competitive newspaper. They have complained about Addis Admas Newspaper that it has failed to comprise broad analysis on the "burning issues of the week" in its weekly publications. They newspaper has not been able to publicize up-to-date information. It might be true that readers would be tedious to buy it and basically to stick with it so as to be loyal customers of Addis Admas newspaper.
- Readers have confirmed that Addis Admas Newspaper has been conveniently available in every corner of the city. This shows the firm is doing a good effort to address each and every reader to the newspaper by making available its offering in many locations of the city. Readers have coincided that the quality of pictures printed on Addis Admas did not hold their precision to be identified simply or to make readers attracted by it. This might also has its own consequence for the organization to end up with minimum share from the entire proportion of the market.

### **4.3. Recommendations**

To give recommendations that could help the company in addressing various possible cause of readers dissatisfaction and shift to other brands of newspaper to enhance the overall effectiveness on its market share optimization performances.

- The newspaper comprises broad analysis on the “burning issues of the week” in its weekly publications.
- The company handle the objections came out from readers of the newspaper and improve them as fast as possible.
- Improve the weekly contents of the newspaper to make more attractive by readers.
- Avoid the confusion created by headlines and pictures.
- Improve the layout design to increase the newspaper’s weekly sales circulation and eventually and affecting its market share positions.
- Publicize up-to-date information to increase the loyal customers Addis Admas Newspaper.
- Try to improve the nameplate of the newspaper in order to attract the number of buyers.
- Reduce the proportion of Advertisement section because more than 40% of the newspaper’s spaces are filled with ads than information and recent news.
- Invite competent columnist and allow them to entire critical issues.

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# **APPENDICES**

**ST.MARY UNIVERSITY COLLEGE**

**DEPARTMENT OF MARKETING MANAGEMENT**

**Questionnaire to be filled by the readers of Addis Admas News paper**

**Dear respondents:**

This questionnaire is organized by a prospective graduate student researcher of year 2013GC who intends to prepare a senior paper that is required for the partial fulfillment of Bachelor Degree in the field of Marketing Management. The purpose of this questionnaire is to gather substantial information on the Market Share of Addis Admas Newspaper in Addis Ababa. You are requested to fill this questionnaire honestly with due care because the correctness of your answer will have a vital importance for the outcome of the research. All information that you provide to this study will be kept strictly confidential.

## Remark:

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

## I. General Characteristics of the Respondents:-

1. Gender

A) Male

B) Female

2. Age

A) 18-25 years

B) 26-33years

C)34-41 years

D) 42-49year

E) Above 50 years

3. Educational background of the respondent

A) 12 complete

B) certificate

C) Diploma

D) 1<sup>st</sup> Degree

E) Above 1<sup>st</sup> Degree

4. Addis Admas newspaper reader's job Status?

A) Student

B) employee

C) civil servant

D)

public company employee

E) If other please specify

5. Do you buy Addis Admas newspaper every week?



A) Yes  B) No  C) I don't remember

6. Why do you prefer Addis Admas?

A) Price  B) Quality  C) Content

D) Reliability  E) If other please specify

7. Did you get Addis Admas newspaper in the same way as you expected?

A) Yes  B) No  C) I don't know

8. If you were to choose among weekly newspapers other than Addis Ababa which brand would you prefer?

A) Reporter  B) Capital  C) Ethio channel  D) Addis abmas

## II. Questions Directly related with the study: \_

2.1 here under are questions that are to be answered by respondents with their respective valuable scores. Respondents are kindly requested to put “√” sign parallel to the measurement scores accordingly.

**5 = Strongly Agree; 4 = Agree;**

**3 = Neutral 2 = Disagree;**

**1 = strongly Disagree;**

No.	DESCRIPTION	1	2	3	4	5
9	The nameplate of Addis Admas is attractive enough.					
10	Weekly headlines influence readers to buy Addis Admas					
11	The layout of Addis Admas is attractive enough.					
12	Weekly contents of Addis Admas can hold substantial readers' Attention.					
13	Addis Admas has maintained consistency in its weekly edition's selected issues.					
14	Addis Admas comprises a brief analysis in its weekly edition's selected issues.					
15	Pages that are to be continued on other pages create problem of confusing in Addis Admas					

2.2 The following questions are answered by rating values starting from 1 up to 5 as per the thought of each respondent. the values and what perception they represent are listed as follows:-

❖ **5 = Very High;**                      **4 = High**        **3 = Medium**

**2 = Low;**                                      **1 = Very Low**

		1	2	3	4	5
	How is the availability of Addis Admas newspaper in your area?					

17						
18	How competitive is Addis Admas in the current newspaper's industry.					
19	How is the level of up-to-date information being published in Addis Admas every week ?					
20	How is the level quality of pictures that are published in Addis Admas?					
21	How is the level of upgradeability on Addis Admas newspaper for the past four years?					

2.3 The following open ended questions are provided to give a chance for respondents in which they can entertain them by answering whatever they feel in relation with relative subject matter.

1. What are problems existed in Addis Admas newspaper which should be resolved rapidly to make you stay with it?

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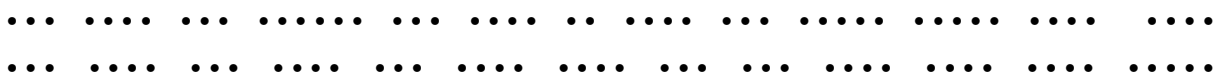
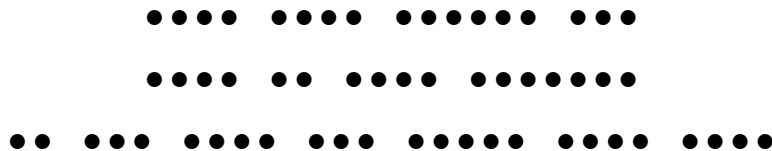
2. What is your general opinion for the newspaper management that will enable them to achieve maximized market share and Sales volume?

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Thank you for your kind support



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- .. .....
- ..... "√" ..... "x" .....
- ..... .....

1. ....

1. ..  
    . . . . .
2. ...  
    . . 18 - 25 ...      . . 26 - 33 ...      . . 34-41 ...  
    . . 42 - 49 ...      . . 50 . . . . .
3. ....  
    . . 12 ....      . . . . .      . .  
    ....  
    . . . . .
4. ... ..  
    . . . . .      . . . . .      . . . . .  
    . . . . .      . . . . .
5. .... ..?      . . . . .
6. .... ..?  
    . . . . .      . . . . .      . . . . .  
    . . . . .      . . . . .      . . . . .
7. .... ..?      . . . . .      . . . . .
8. .... ..?  
    . . . . .      . . . . .      . . . . .  
    . . . . .      . . . . .

2. ....

..... "✓" .....

5 = ..... 4 = ..... 3 = .....  
 2 = ..... 1 = .....

●●●	●●●●	1	2	3	4	5
9.	.....?					
10.	..... .....?					
11.	.....?					
12.	.....?					
13.	.....?					
14.	..... .....?					
15.	.....?					

**3.** ●●●●● ●●●●● ●1 ●●● 5 ●●●● ●●●● ●●●● ●●●●● ●●●●●  
 ●●●●● ●●●●  
 5 = ..... 4 = ..... 3 = .....  
 2 = ..... 1 = .....

●●●	●●●●	1	2	3	4	5
17.	.....?					
18.	..... .....?					
19.	.....?					
20.	.....?					
21.	.....?					

**4.** ●●●●●● ●●●●● ●●● ●● ●●●● ●●●●●● ●●●●●●● ●●●●●

22. ....?

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23. . . . .  
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**ST.MARY UNIVERSITY COLLEGE**  
**DEPARTMENT OF MARKETING MANAGEMENT**  
**INTERVIEW CHECK LIST**

This interview is prepared to ask the Marketing Manager of ADMAS ADVERTIZING P.L.C. which is required to fulfill the research under study concerned to the SURVAY ON THE MARKET SHARE OF ADDIS ADMAS NEWSPAPER published every week.

1. How is the demand of Addis Admas in the existing market?
2. On what criteria does the company evaluate and select its weekly sales size?
3. What types of sales forecasting techniques do the company adopt (follow)?
4. What are major factors in the newspaper industry that influence to result optimal sales or reduction sales size?
5. On what perspectives do the company believes that it has adequate sources of firm's competitive advantage? I.e. in terms of superior personnel skill and financial resource, and generally core competency.
6. What does Addis Admas's core marketing strategies look like?
7. How effective is Addis Admas in harmonizing its core market strategies on e another? i.e. target market, competitors market, and competitive advantage?

8. What types of efforts are you exerting to win differential advantages over the newspaper industry? i.e. in terms of product offering, price setting, selection of distribution channel and promotion.
9. What are the sales trends of your company for the past 4 years?
10. What is your opinion with respect to fulfilling reader's compliant swiftly?