



**ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION PROGRAM**

Assessment of market segmentation, targeting and positioning practices:

The case on Heineken Brewery Ethiopia

By

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**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
SCHOOL OF BUSINESS
ASSESSMENT OF MARKET SEGMENTATION, TARGETING AND
POSITIONING PRACTICE
AT HEINEKEN BREWERIES S.C**

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Mesfin Workneh (Phd) All sources of material used for the thesis have been acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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St. Mary's University, Addis Ababa June, 2017

ENDORSEMENT

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

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Abstract

The overall objective of the study was to assess the market segmentation, targeting and positioning practice of Heineken Brewery Share Company. The research problem was designed to address the prevailing knowledge gap by assessing the current market segmentation, positioning and targeting practice of Heineken breweries S.C. The research is a descriptive study using census sampling technique method. The researcher used descriptive statistics for the data analysis using mean, standard deviation, mode, range and percentage. The study concludes that Heineken Breweries S.C segments its market by considering the market accessibility, consumer attitude, competitive intensity, market actionability, market and consumer behavior such as loyalty, attitude and also consider demographic factors such as age, income in order to segment its market. From the study finding the researcher has recommended the company to involve in key employee recruitment process of the distributor and should jointly developed by the distributor performance. The company needs to splits its products based on rural and urban region while considering segmenting its market. And the company also needs to create awareness through brochures & booklets of its products in order to position in consumer mind

Key words: Market Segmentation, Targeting, Positioning, Heineken Breweries S.C

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Most companies that produce consumer products follow mass-marketing, mass-production, mass-distribution and mass-promotion strategy in order to address the entire market by offering similar product to satisfy the needs and wants in the same way as in the past. But in the current market condition due to stiff competition and dynamic change of consumer preference, companies are forced to compete by segmenting their market or their target consumers in to different homogeneous groups and offering customized product which appeals and satisfies each of the target consumers. Every company wants to focus on customers within their capacity and with customers' intimacy. The strategy of dividing the market in homogeneous group is known as segmentation. The major segmentation variables are classified into geographic, demographic, psycho-graphic, and behavioral segmentation.

Geographic segmentation divides the market into geographical units such as nations, states, regions, counties, cities, or neighborhoods. The company can operate in one or a few areas, or it can operate in all but pay attention to local variations. In that way it can tailor marketing programs to the needs and wants of local customer groups in trading areas, neighborhoods, even individual stores.

Demographic Segmentation divides the market on variables such as age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality, and social class. One reason demographic variables are so popular with marketers is that they're often associated with consumer needs and wants.

1.2. Statement of the Problem

Currently all firms operates in a situation where there is consistent change in customers' needs, expectations, technological advancement, government policies and dynamic market environment and with growing competition despite weather the firm is privately owned, government institute, small or large, weather they produce physical product or provides service to its customers which operates locally in the domestic market or international markets abroad firms face huge challenges to apply the right market segmentation, positioning and target marketing strategies in order to operate and allocate it's resources effectively.

Due to the above reasons all firms are forced to give more focus and attention to market segmentation strategy and marketing mix plan by developing new ideas, tools and mechanisms in such a way to address its customers with products and services by clearly understanding and customizing their offerings which appeal to each market segments by adopting different market segmentation, positioning and targeting strategies.

Different studies has been conducted on the topic of market segmentation from different angles by showing the contribution and importance market segmentation for firm's to effectively operates in their industry.

To be brief, numerous studies have highlighted various aspects of the significance, importance and benefit of market segmentation. But the studies were conducted in different business sectors like hotel service, globalization, tourism and its contribution on quality improvement, marketing mix plan and globalization strategy but could not sufficiently determine the market segmentation practices undertaken by breweries industry and it's impacts and identifies the problems faced by firms. In addition there are no sufficient studies conducted in Ethiopia about the current market segmentation practice of breweries industry and identifies it's impacts and problems faced by the firms.

This study was designed to address the prevailing knowledge gap by assessing the current market segmentation, targeting and positioning practice of Heineken breweries S.C.

1.3. Research Questions

The research has tried to address the following questions;

1. How the firm segments its market?
2. What strategy does the firm use to target segmented markets?
- 3 Which strategy is used by the firm to position itself in the market it operates?
4. What challenges were influencing the company's segmentation and targeting practices?

1.4. Objectives of the study

1.4.1. General objective

The general objective of the study was to assess the market segmentation, targeting and positioning practice of Heineken Brewery Ethiopia.

1.4.2. Specific Objective

The specific objectives of the research are as follows

- To assess how the firm segments its markets.
- To describe the problems encountered by the firm due to its presents market segmentation strategy practices and give recommendations.
- To identify how the firm positions it's self in the market.
- To investigate how the firm targets its segmented markets.

1.5. Significance of the Study

The outcome of the research will improve breweries industry's development of effective market segmentation, positioning and targeting strategies. The paper will help the company's management team to improving their current market segmentation practice in order to effectively operates in the market and be profitable or gain more competitive advantage over its competitors.

This research will also help those individuals who are interested in finding out how brewery company's segments, position and targets their market and how the researchers can solve problem encountered by the firms current segmentation strategy. It can also be used as a reference for other researchers who are interested on the current topic.

1.6. Scope of the Study

Since most researches has conducted on the impact of market segmentation on hotels, financial sectors, tourism, globalization and its contribution on quality improvement, marketing mix plan and globalization strategy, profit, sales, service quality maximization especially in countries abroad. This research has tried to assess and describe the current market segmentation, positioning and targeting practice undertaken by Heineken Breweries S.C and problems encountered by the firm due to its present's market segmentation strategy practices. There are several breweries operating and emerging in Ethiopia which has adopted several and different market segmentation, targeting and positioning practices in order to effectively operate in Ethiopia market, from this number of breweries which operates in the country the researcher will only focus and assess and describe the market segmentation, targeting and positioning practices applied by Heineken breweries Ethiopia. The study has not

focus on all Breweries industries which are operating in Ethiopia. The researcher has chosen Heineken Brewery Ethiopia because the brewery has a great experience in the brewery industry and operates in more than 170 countries with number of products that has different taste and packaging style which are offered to different markets. The target population that were selected for this study were restricted to only the company's headquarters marketing and sales department permanent employees. From the target population the researcher has gathered information through structured questionnaires and open ended interviews from its respondents using purposive sampling technique.

1.7. Limitations of the Study

The following constraint was confronted by the researcher that somehow hinder the full-fledged while undertakings of the study.

- Reluctance: - management was somehow reluctant to fully grant the researcher permission to question individuals, review the organization document as much as the researcher desired to.

Even though the above limitations had been encountered the researchers has minimized the obstacles through closely following up and build a strong understanding with the management team to allow and fully grant the permission to undertake the study and also review the company's documentations.

1.8. Organization of the Study

The research report consists of five chapters. The first chapter focused on introductory aspects like background of the study statement of the problem, objective of the study, scope of the study, significance and limitations of the study. Chapter two presented the literature review, which served as a basis for understanding the subject matter. Chapter three focused on the methodology of the study. Chapter four concentrated with the presentation and analysis of data obtained from responses. The fifth chapter, which is the closing chapter, focused on concise conclusions along with possible recommendation.

1.9. Definition Terms

Market segmentation

Market segmentation divides a market into well-defined slices. A market segment consists of a group of customers who share a similar set of needs and wants. The marketer's task is to identify the appropriate number and nature of market segments and decide which one(s) to target. We use two broad groups of variables to segment consumer markets. Some researchers try to define segments by looking at descriptive characteristics: geographic, demographic, and psycho-graphic. Then they examine whether these customer segments exhibit different needs or product responses. Other researchers try to define segments by looking at behavioral considerations, such as consumer responses to benefits, usage occasions, or brands (Kotler and Keller, 2012: 214).

Segmentation Process

Market segmentation The concept of market segmentation is mentioned as being one of the key elements of modern marketing and is, as mentioned, the process of dividing the market into several groups or segment(s) based on factors such as demographic, geographic, psychological and behavioral factors. By doing so the marketers will have a better understanding of their target audience and thereby make their marketing more effective (Gunter and Furnham, 1992). Market segmentation was first put forward in the middle of 1950s by Wendell.R.Smith, an American professor of marketing. "Market segmentation is to divide a market into smaller groups of buyers with distinct needs, characteristics, or behaviors who might require separate products or marketing mixes." (Charles W. Lamb 2003).

Market positioning Customers are not capable of remembering information about each product and thus the consumers organize the products, services and companies in their minds in order to simplify the buying process. This process happens with or without the help from the companies. However, the companies are not interested in jeopardizing their products' position and therefore it is necessary for the companies to plan positions to gain advantage to their products in selected target markets (Armstrong and Kotler, 2005: 208)

Market Targeting is the next step in the sequential process and involves a business making choices about segment(s) on which resources are to be focused. There are three major targeting strategies: undifferentiated, concentrated, and differentiated. During this process the business must balance its resources and capabilities against the attractiveness of different segments.

There are many statistical techniques for developing market segments. Once the firm has identified its market-segment opportunities, it must decide how many and which ones to target. Marketers are increasingly combining several variables in an effort to identify smaller, better-defined target groups. Thus, a bank may not only identify a group of wealthy retired adults but within that group distinguish several segments depending on current income, assets, savings, and risk preferences. (Kotler and Keller, 2012: 231)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

Different theories have been discussed regarding market segmentation, positioning and targeting strategies.

2.2 The marketing concept theory

The marketing concept advocates starting with customer needs or wants, deciding which needs to meet, and involving the entire organization in the process of satisfying customers (Cravens & Piercy 2006). Unlike the market orientation theory which consists of a process for delivering customer value, this theory has a functional emphasis.

2.2.1 Relationship Marketing Theory

Increasingly, a key goal of marketing is to develop deep, enduring relationships with all the people or organizations that could directly or indirectly affect the success of the firms marketing activities. Relationship marketing has the aim of building mutually satisfying long term relationships with key parties' customers, suppliers, distributors and other marketing partners-in order to earn and retain their business. Relationship marketing builds strong economic, technical and social ties among the ties (Kotler & Keller, 2006).

2.2.2 The Holistic Marketing Theory

Marketers today have recognized the need to have a more complete, cohesive approach that goes beyond traditional applications of the marketing concept. The holistic marketing concept is based on the development, design and implementation of marketing programs, processes and activities that recognizes their breadth and inters dependencies. Holistic marketing is thus a marketing approach that recognizes and reconciles the scope and complexities of marketing activities. The alcoholic beverage companies are no exempt, they must embrace holistic marketing concept and know that everything they undertake to do matters.

2.2.3 Integrated Marketing Theory

The marketer's task is to devise marketing activities and assemble fully integrated marketing programs to create, communicate and deliver value for consumers. The marketing program consists of decisions on value-enhancing marketing activities to use. The marketing activities can be depicted in terms of the marketing mix variables or the 4 P's of marketing (Brassington & Pettit, 1997; Kotler & Keller, 2006).

2.2.4 Internal Marketing Theory

Internal marketing ensures that everyone in the organization embraces appropriate marketing principles. Internal marketing is the task of hiring, training, and motivating able employees to serve the customers well. Internal marketing must be embraced in all departments within an organization. They must all 'think customer'. Marketing thinking must be pervasive throughout the company. Alcoholic Beverage companies can embrace internal marketing by recognizing the importance of customers, providing superior customer care and employing people who are customer oriented (Kotler & Keller, 2006).

2.2.5 Social Responsibility Marketing Theory

The social responsibility concept incorporates the broader concerns and the ethical, environmental, legal, and social context of marketing activities and programs. The cause and effects of marketing clearly extends beyond the company and the consumer to society as a whole. Social responsibility also requires that marketers carefully consider the role that they are playing and could play in terms of social welfare (Kotler & Keller, 2006). Industry players have a number of social responsibility activities which can enhance their image in the society.

2.3 Bases for Segmenting Consumer Markets

Market segmentation divides a market into well-defined slices. A market segment consists of a group of customers who share a similar set of needs and wants. The marketer's task is to identify the appropriate number and nature of market segments and decide which one(s) to target regardless of which type of segmentation scheme we use, the key is adjusting the marketing program to recognize customer differences. The major segmentation variables—geographic, demographic, psycho-graphic, and behavioral segmentation (Kotler and Keller, 2012: 214).

2.3.1 Geographic Segmentation

The geographic segmentation divides customers into segments based on geographical areas such as nations, states, regions, counties, cities or neighborhoods. It is important to segment according to geographic, due to the fact that the purchasing behavior of the customers are influenced by where they live, work etc. (Gunter and Furnham, 1992).

Furthermore as a result of an increase in the globalization today the geographic segmentation has been linked to other differences in socio-economic and demographic characteristics. The result of this type of segmentation is referred to as Geographic's (Gunter and Furnham, 1992).

2.3.2 Demographic Segmentation

In demographic segmentation, we divide the market on variables such as age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality, and social class. One reason demographic variables are so popular with marketers is that they're often associated with consumer needs and wants. Another is that they're easy to measure (Kotler and Keller, 2012: 216).

The demographic segmentation is often used in market segmentation for the reason that the variables are easy to identify and measure. Furthermore the demographic variables are associated with sale of many products and services and finally they provide a description of the target customers so media buyers and others can target a desired target market. Each of the variable are useful knowledge when segmenting markets and some of the above mentioned variables will be elaborated in the following (Gunter and Furnham, 1992: 9).

2.3.3 Psychographic Segmentation

Psycho-graphics is the science of using psychology and demographics to better understand consumers. In psycho-graphic segmentation, buyers are divided into different groups on the basis of psychological/personality traits, lifestyle, or values. People within the same demographic group can exhibit very different psycho-graphic profiles.

The psychological variables derive from two principal types of customer; personality profiles and lifestyle profiles (psycho-graphics). Psychological profiles are often used as a supplement to geographic and demographics when these does not provide a sufficient view of the

customer behaviour. While the traditional geographical and demo-graphical bases (sex, age, income etc.) provide the marketer with accessibility to customer segments, the psychological variables provide additional information about these and enhance the understanding of the behaviour of present and potential target markets (Gunter and Furnham, 1992: 26).

2.3.4 Behavioral Segmentation

In behavioral segmentation, marketers divide buyers into groups on the basis of their knowledge of, attitude toward, use of, or response to a product. Behavioral segmentation is based on the customers' attitude toward, use of, or response to a product. Many marketers believe that the behavioral variables such as occasions, benefits, user status, usage rate, buyer-readiness stage, loyalty status and attitude are the best starting points for constructing market segments and thus these variables will be described further in the following (Kotler and Keller, 2009: 263).

Attitude Five consumer attitudes about products are enthusiastic, positive, indifferent, negative, and hostile. Door-to-door workers in a political campaign use attitude to determine how much time to spend with each voter. They thank enthusiastic voters and remind them to vote, reinforce those who are positively disposed, try to win the votes of indifferent voters, and spend no time trying to change the attitudes of negative and hostile voters.

The requirement for effective market Segmentation in domestic market is equally applicable to Global Market Segmentation. According to Michel and Wagner, (1998), Segments should possess the following characteristics or properties:

- **Sizeable:-** The Segments should be large enough to be worth going after. Britain and Hong Kong can be grouped together as the same because of previous British Supremacy in Hong Kong, but their population differs. It is also important to know that many segments that might be considered too small in a single country context become more attractive once they are lumped together across borders.
- **Accessibility:-** The Segments should be easy to reach through promotional and distributional efforts (road conditions, storage facilities) and media infrastructure (Internet penetration) imply that a given segment might be hard to reach in some countries and easy to target in other market places. Moreover, because of its sheer

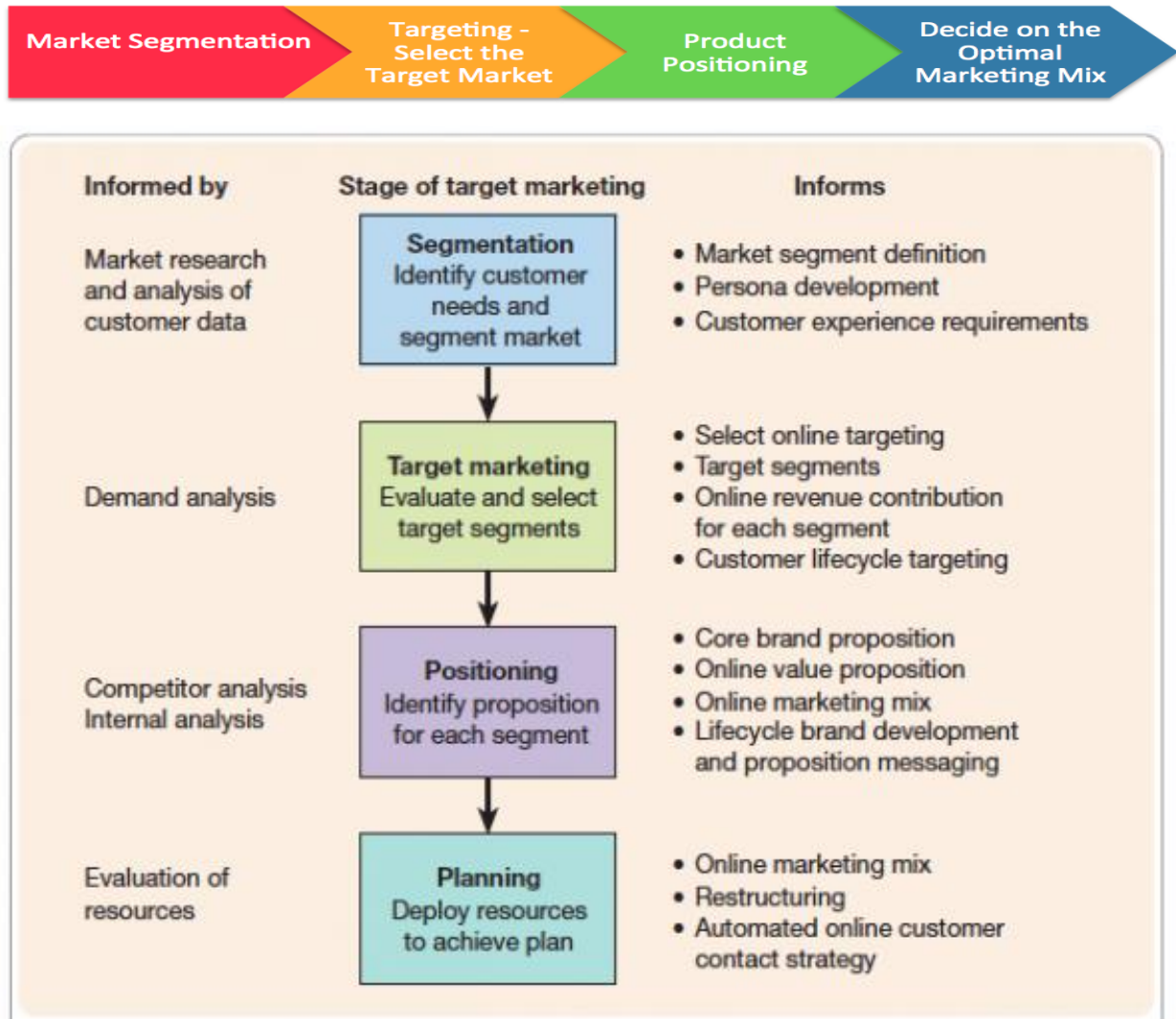
size, China seems to be attractive market. However, because of its large rural population, it has less access to technology.

- **Actionability:-** Effective marketing program (four Ps) should be easy to develop. If segments do not respond differently to the firms marketing mix, there is no need to segment the markets. For instance, certain legal issues need to be considered before implementing an advertisement campaign. For example, many countries, such as India, do not allow direct slandering of the competitors' products.
- **Measurability:-** The segments should be easy to define and measure. Objective traits such as socio-economic variable (per capital income) can easily be gauged, but the size of the segments, based on culture or lifestyle is much harder to measure. Thus, a larger scale survey may be required for segmenting global markets depending upon the basis of Global Market Segmentation.
- **Substantial:-** The market Segments should be large or profitable enough to serve. A segment should be the largest possible homogeneous group worth pursuing with tailored marketing program.
- **Competitive Intensity:-** The segments should not be preempted by the firm's competition. In fact, in global marketing, small companies often prefer entry of less competitive market and use this as one of the segmentation criteria when assessing international markets.
- **Stability:-** Stability of the markets or countries is very important in segmenting a market. If the target market / change in their composition or behavior over time, marketing efforts devised for these targets are less likely to succeed.

2.4 Segmentation Model

Today, Segmentation, Targeting and Positioning is a familiar strategic approach in Modern Marketing, it is one of the most commonly applied marketing models in practice.

Figure 2.1



Source- Adopted from Dave Cheffey , Fiona Ellis Digital Marketing 6th ed 12 Jan, 2016

According to the author segmentation, positioning and targeting model is useful when creating marketing communications plans since it helps marketers to priorities propositions and then develop and deliver personalized and relevant messages to engage with different How to use Segmentation, Targeting and Positioning segmentation, positioning and targeting to develop marketing strategies. In addition, segmentation, positioning and targeting focuses on commercial effectiveness, selecting the most valuable segments for a business and then developing a marketing mix and product positioning strategy for each segment.

2.5 Empirical Review

Different researches have been conducted to explain the benefit and outcome of market segmentation, among them is Amandeep Singh(2011) reveals on his study previously the demographic factors were only considered as the best basis used for segmentation, but according to his findings they are no longer effective for segmentation in FMCG sector. His finding confirms that consumer's purchase routine and their demographic attribute are found to be non-associated in this study. This Study illustrates that the demand for FMCG products, specifically personal care products is regardless of age and educational background even though the purchase routine is affected by gender and educational (literate or illiterate) status of consumers. This in result shows that there is a need for the development of effective marketing segmentation basis. Even though this study is only in reference to a single industry, it has been proven by different studies that demography (which is something considered as the most effective attribute to influence the consumer in purchasing) is not that powerful in present time.

A study conducted by Ramamurthy (2007) indicated that consumer's expectation to alcoholic beverages in offering the appropriate quality, quantity at the place, time and price is higher. In the last couple of years, Kenya's market proves a significant change with a complete shift in consumer's expectation and experiences. Future managers require a systematized body of knowledge how it works and how fluctuating environmental factors will affect their existing and emerging strategies. Ensuring the existence of such knowledge is a challenge given the complexity of human behavior, the highly competitive nature of the retail business and the large number of environmental factors such as weather, government regulation, supply availability, economic conditions, technological change, vagaries of fashion, changing consumer habits and expectations, social change and the squeeze on space.

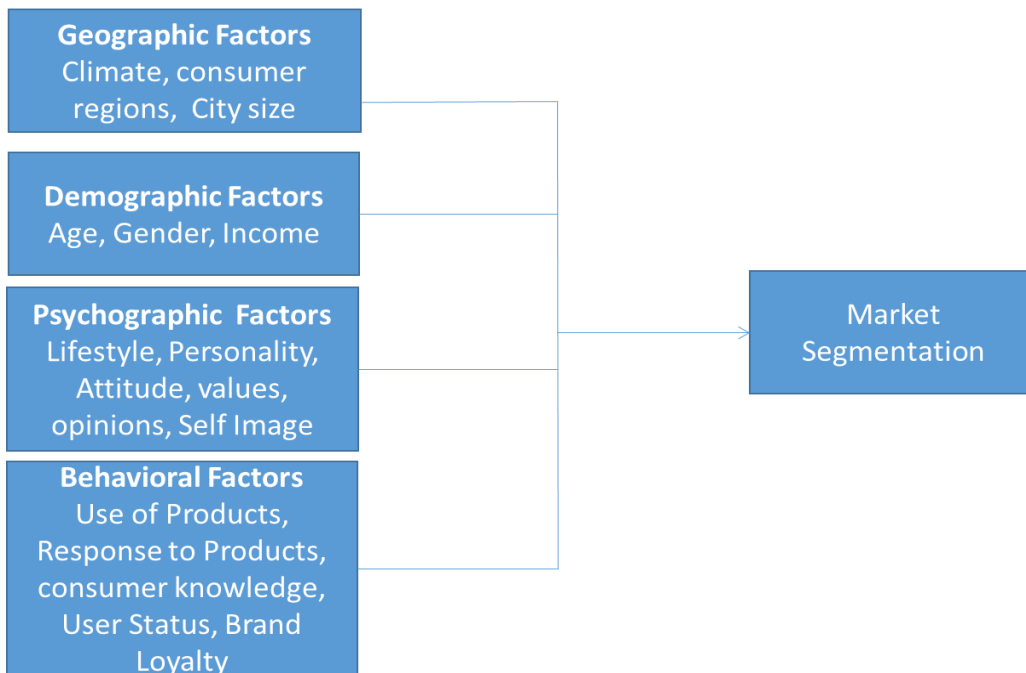
Smith (1956) confirmed that to sustain growth in apparently non-growth scenarios, companies had to adopt the concept of market segmentation. The essential logic behind the proposition was that by acquiring a deeper understanding of variations in customer needs, companies could develop new products specifically aimed at satisfying different groups of customers.

Lewinson and Dolozier (1982) argue that a crucial problem that affects an alcoholic beverage companies is getting the product into the store. This problem involves inventory control; overstocking increase in carrying costs, whereas stock outs because lost sales and customer ill will. The alcoholic beverage companies must therefore consider transportation and handling costs, delivery time, and reliability of delivery services. The alcoholic beverage companies must also consider the location and delivery of suppliers and the market area’s ability to support distribution facilities. It is imperative that the alcoholic beverage firms take into account the reality of the competition when identifying markets areas. An alcoholic beverage firm that depends heavily on promotional activities can identify market areas by analyzing the advertising media within each market area and the behavior of the competitive alcoholic beverages. Other companies have segmented their markets based on regions. An approach known as identifying markets areas. It consists of determining the right region of the country and the right part of the region for example urban, semi-urban and rural markets.

2.6 Conceptual Framework

There are variables involved in consumer market segmentation, alone and in combination these variables are:-

Conceptual Framework



Market Segmentation Variables	Demographic Segmentation Factors
Demographic Segmentation Factors	<input type="checkbox"/> Age
	<input type="checkbox"/> Gender
	<input type="checkbox"/> Income
	<input type="checkbox"/> Consumer Regions
	<input type="checkbox"/> City size
	<input type="checkbox"/> Climate
Psychographic Segmentation Factors	Psychographic Segmentation Factors
	<input type="checkbox"/> Lifestyle
	<input type="checkbox"/> Personality
	<input type="checkbox"/> Attitude
	<input type="checkbox"/> values
	<input type="checkbox"/> opinions
	<input type="checkbox"/> Self Image
Behavioural Segmentation Factors	Behavioural Segmentation Factors
	<input type="checkbox"/> Use of Products
	<input type="checkbox"/> Response to Products
	<input type="checkbox"/> consumer knowledge
	<input type="checkbox"/> User Status
	<input type="checkbox"/> Brand Loyalty
Geographic Segmentation Factors	Geographic Segmentation Factors
	• Climate
	• consumer regions
	• City size

Figure 02: Conceptual Model

Source- Adopted from Dave Cheffey , Fiona Ellis Digital Marketing 6th ed 12 Jan, 2016

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section of the research presents the elements of research design and methodology that will be applied in the study. It covers research design, source of data, sampling frame, sample size determination and data analysis; it ends with ethical issues.

3.2 Research Design

This research study methodology is a descriptive type of research approach since the researcher wants to clearly describe the current market segmentation, targeting and positioning practice of Heineken breweries Ethiopia. Descriptive research is undertaken to describe answers to questions of who, what, where, when, and how.

3.3 Data source and data type

In order to get adequate and relevant information about the study, the research has involved different method of data collection based on primary and secondary type of sources.

Primary Data Type

The researcher has developed questionnaire to gather information in order to identify essential factors and variables that must be used while segmenting a market which maximize profitability.

The researcher has also conducted a personal interview with selected Heineken brewery Ethiopia marketing department and sales department management teams. The researcher has tried to use mixed interview so that the researcher can ask both structured and unstructured interview.

Secondary Data Type

The secondary source of data has come from published articles like: Company's yearly sales report, internal publications like brochures, pamphlets and Company's website.

3.4 Population and Sampling procedures

3.4.1 Target population

The target population for the study had consisted sales and marketing department permanent managerial position employees of Heineken breweries Ethiopia, since they directly interfere with the issue of segmentation, targeting and positioning strategies and decisions. From the company's internal human resource record the total population size of sales and marketing employees at managerial position were 32 permanent employees.

3.4.2 Sampling Techniques

The study was conducted on Heineken brewery's market segmentation, positioning and targeting practice. The sampling frame consisted of Heineken Ethiopia brewery marketing and sales department managerial position employees, since they have direct influence on the company's market segmentation, targeting and positioning practice and decision.

3.5 Data collection Instruments

The researcher primary used structured closed ended questionnaires in order to obtain information from respondents and also used open-ended interview questions in order to obtain more detailed information about the subject matter. The source of the structured questionnaires and interview questions were formulated from related literature.

3.6 Data Analysis and Presentation Technique

The collected data was analyzed and interpreted using descriptive analytical methods. The descriptive analysis techniques that were used are mean, standard deviation, frequency distribution, percentage, mode and range. The data were analyzed and interpreted in accordance with statistical tools that have included tables and tabular tools. The researcher preferred to use descriptive statistics since descriptive statistics are used to describe the basic features of the data in a study and it can provide simple summaries about the sample and the measures. Descriptive Statistics were used to present quantitative descriptions in a manageable form and help us to simplify large amounts of data in a sensible way. The data that was gathered through secondary sources was analyzed through relating and describing the meaning and implications.

3.7 Validity and reliability

Validity and reliability are the two main issues that one should consider in developing data collection instruments.

Validity

Validity is defined as the extent to which a measurement represents characteristics that exist in the phenomenon under investigation (Malhotra & Birks, 2007). The scales that are used for this study were valid scales adopted from different previous researches,

Reliability

Reliability is the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated (Malhotra & Birks, 2007). In order to check the internal consistency of the instrument, a pilot study was conducted using Cronbach-Alpha. This coefficient varies from 0 to 1, and a value of 0.6 or less generally indicates unsatisfactory level of internal consistency (Malhotra & Birks, 2007).). Based on the analysis the researcher has verified the reliability of the research paper.

Table 3.1 Reliability Statistics

Cronbach's Alpha	N of Items
0.851	48

Source: Researcher, 2017

3.8 Ethical issues

In the context of research, ethics is defined as the appropriateness of the researcher's behavior in relation to the rights of the participants or subjects of the research work (Saunders, Lewis, & Thornhill, 2009). This study was governed by the general rules of research ethics in such a way that respondents will be requested to provide information on voluntary basis, there were prior communication about the purpose of the study and confidentiality of the information were guaranteed. Moreover, the researcher to his best level was guided and responsible by the rules and regulations of the University and had conducted the study on the basis of objective judgment.

Confidentiality – the respondents were assured that they will not be confused and that their response will remain confidential. The information they provided will be confidential and used for academic purpose only.

Organizational approval – A written letter that explains the research idea as well as a copy of the research proposal was provided to study the site. The researcher had obtained approval prior to any research activity at the specified location is carried out.

Informed consent – Cover letters that had explained the purpose of the questionnaire was given to the respondents of this study. As well as explaining the purpose of the study and for what purpose the study was going to be conducted.

CHAPTER FOUR DATA ANALYSIS

4.1 Introduction

This section presents the analysis and findings from the primary data that was gathered from the respondents. The questionnaires were taken by hand and sufficient time was provided for filling in the questionnaire. All completed questionnaires were edited for completeness and consistency.

4.2 Demographic Profiles of the Respondent

The study used 32 questionnaires which were sent out to Heineken Breweries share company sales and marketing department management teams. From these 100% of the questioners were successfully filled and returned.

Table 4.2.1 Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	26	81.3	81.3	81.3
Valid	Female	6	18.8	18.8	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2017

Table 4.2.1 presents that from Heineken breweries S.C sales and marketing department management teams 26 are male which presents 81.3% and 6 are female that present 18.8% of the total population. This shows that the majority of the management teams are male

Table 4.2.2 Age/Year

Age/Year		Frequency	Percent	Valid Percent	Cumulative Percent
	21-35	27	84.4	84.4	84.4
Valid	36-50	4	12.5	12.5	96.9
	52-65	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2017

Table 4.2.2 presents that from Heineken breweries S.C sales and marketing department management teams 27 are at the age between 21-35 which presents 84.4%, 4 are at the age between 36-50 which Shows 12.5% and 1 is at the age between 52-65 that presents 3.1% of the total population. This shows that the majority of the management teams are at the age between 21 and 35.

Table 4.2.3 Educational Level

Educational Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC	27	84.4	84.4	84.4
	MA/MSc/MBA	5	15.6	15.6	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2017

Table 4.2.3 presents that from Heineken breweries S.C. sales and marketing department management teams 27 holds BA/BSC which presents 84.4% and 5 holds MA/MSc/MBA that presents 15.6% of the total population. This shows that the majority of the management teams hold BA/BSC in their educational background.

Table 4.2.4 Position

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Manager	22	68.8	68.8	68.8
	Manager	10	31.3	31.3	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2017

Table 4.2.4 presents that from Heineken breweries S.C sales and marketing department management teams the majority 22 of the managers are at senior management position that presents 68.8% and 10 are managerial position that presents 31.3% of the total population. This shows that the majority of the management teams are senior managers.

Table 4.2.5 Service years in Heineken

Service years in Heineken		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	1	3.1	3.1	3.1
	2-5	30	93.8	93.8	96.9
	5-10	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2017

Table 4.2.5 presents that Heineken Breweries S.C sales and marketing department management teams the majority of them 30 managers have served Heineken for 2-5 years that presents 93.8%, 1 have served Heineken for less than 1 year that presents 3.1% and 1 have served Heineken for less 5-10 years that presents 3.1% of the total population. This shows that the majority of the management teams have served Heineken for 2-5 years.

4.3 Segmentation strategy

This part shows in detail the market segmentation practice Heineken Breweries S.C

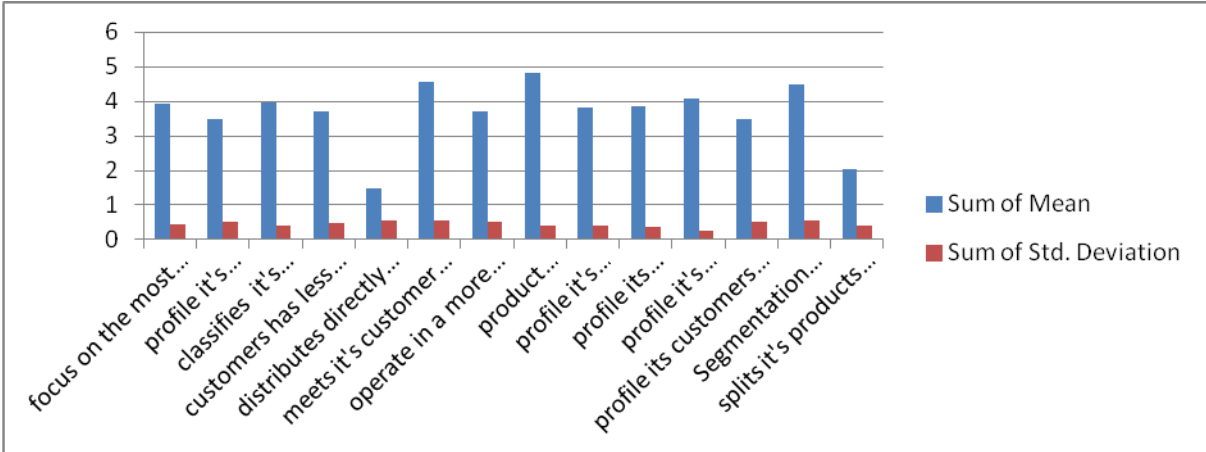
Table 4.3.1 Company’s Segmentation Strategy:

Descriptive Statistics for Segmentation					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company profile its customers based on loyalty status (high, low& none)	32	4	5	4.03125	0.508
The company profile its customers based on their personality	32	4	5	4.15625	0.369
The segmentation strategy of the company has make the firm meets its customer needs and gain higher market share	32	3	5	4.5625	0.564
The customers has less chance to change their behavior or composition over a short period of time	32	3	5	4.03125	0.471
The company's current market segmentation strategy has improved the firms profitability and sales volume	32	3	5	4.46875	0.567

The company profile its customers based on their income	32	4	5	4.1875	0.397
The company splits its products based on rural and urban region	32	1	3	2.03125	0.4
The company have a clear product differentiation based on its brand characteristics & product benefit	32	4	5	4.8125	0.397
The company selects and focus on the most responsive segments on the exclusion of others	32	3	5	4.25	0.435
The company profile its customers by gender (Male or Female)	32	3	5	4	0.507
The company reduce competition by operating in a more narrowly defined market	32	3	5	4.03125	0.535
The company profile its customers based on their age	32	4	5	4.0625	0.246
The company distributes directly from the manufacturer to the retailers	32	1	3	1.46875	0.567
The company classifies its customers based on their attitude i.e.+ve,-ve, enthusiast, indifferent	32	3	5	3.96875	0.4

Source: Researcher, 2017

Figure 4.3.2



Source: Researcher, 2017

Results depicted in table 4.2.6 and figure 4.2.1 result revealed that Heineken Breweries S.C segments its market based on clear product differentiation of its brands characteristics and product benefits (4.81), the segmentation strategy of the company has make the firm meets its customer needs and gain higher market share (4.56), the company's current market

segmentation strategy has improved the firms profitability and sales volume and the company profile its customers based on their age (4.06) and also the company profile its customers by gender such as Male or Female (4.0). But the company does not directly distributes from the manufacturer to the retailers (1.47) which shows very low acceptance value and the company doesn't segment its market by directly distributing its products to retailers and also the company does not splits it's products based on rural and urban region (2.03) which shows very low acceptance value and the company doesn't segment its market by splitting it's products based on rural and urban region. We can conclude that the company use all that has high acceptance value in order to segment its market except the last two that has very low acceptance value.

4.4 Positioning strategy

This part shows in detail how Heineken Breweries S.C position its products in consumers mind.

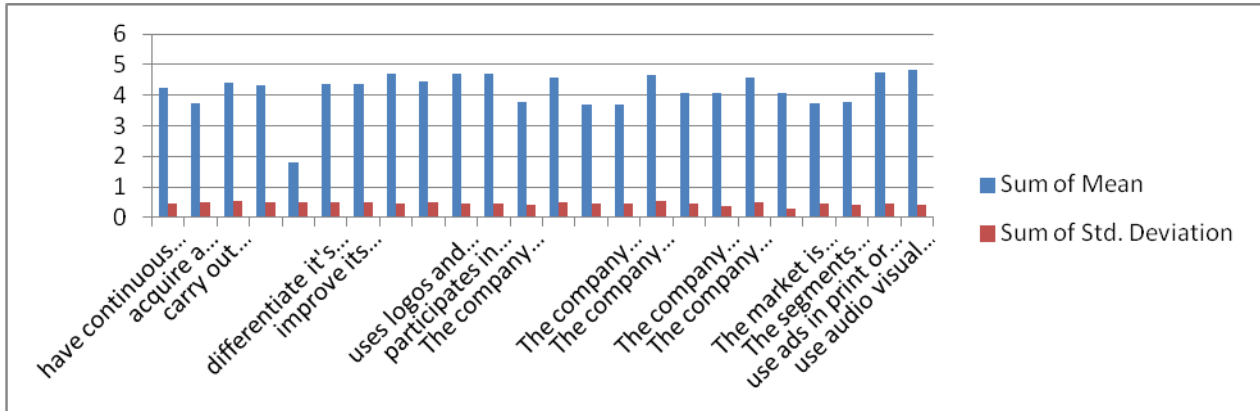
Table 4.4.1 Companies Positioning Strategy

Descriptive Statistics for Positioning					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company design or redesign new products and services to meet its market needs	32	4	5	4.59375	0.499
The company finds hidden needs and make improvements to its existing products	32	3	5	4.21875	0.471
The company have different pack offerings (Bottle, Keg & Can)	32	3	5	4.65625	0.545
The company carry out contentious sales presentations with customers of all its products	32	3	5	4.28125	0.56
The company creates awareness through brochures & booklets of its products	32	1	3	1.78125	0.491
The company increase brand loyalty and decrease brand switching of its customers	32	4	5	4.3125	0.435
The company uses display signs to ensure good visibility of its products	32	4	5	4.46875	0.499

The company differentiate its products and services to meet its customer needs and desires	32	4	5	4.375	0.492
The market is easy to reach for the company through promotional and distribution strategy	32	3	5	4.28125	0.457
The company communicates to its customers through promotional material	32	3	5	4.25	0.483
The company has acquire a strategic position for its all product in the market	32	4	5	4.375	0.508
The company improve its competitive positioning to be more accurate and better differentiate its products from competitors products	32	4	5	4.34375	0.492
The company have audio visual presentations used to promote & position its products	32	4	5	4.15625	0.397
The company have ads in print or broadcast used to promote & position its products	32	4	5	4.75	0.44
The company takes part in special events taking place in its region	32	4	5	4.625	0.504
The company contentiously participates on social corporate responsibility	32	4	5	4.6875	0.471
The company participates in fairs and trade promotions	32	4	5	4.6875	0.471
The company uses logos and symbols to position its products in customers mind	32	4	5	4.6875	0.471
The company have a continuous product innovation based on customers feedback and needs	32	4	5	4.6875	0.44
The company give samples to its customers to promote its products	32	3	5	4.21875	0.471
The company optimize its marketing resources and get the most impact full of its investment	32	3	5	4.3125	0.39
The company charges high prices for products with high perceived value and quality	32	3	5	4.0625	0.42
The company's product prices and quality is maintained to lock out customers from competitors	32	3	5	4.09375	0.296

Source: Researcher, 2017

Figure 4.4.1 Extent of the company’s positioning strategy



Source: Researcher, 2017

Table 4.2.7 and figure 4.2.2 result shows that Heineken Breweries S.C position it products in the market the company have ads in print or broadcast used to promote & position it's products (4.75) which shows very higher acceptance values, the company contentiously participates on social corporate responsibility (4.68) which shows higher acceptance values, the company participates in fairs and trade promotions (4.68) which shows higher acceptance values, the company uses logos and symbols to position its products in customers mind (4.68) which shows higher acceptance values. the company have different pack offerings (Bottle, Keg & Can) (4.65), the company uses display signs to ensure good visibility of its products (4.46) , the company design or redesign new products and services to meet its market needs (4.59), the company takes part in special events taking place in its region (4.62), the company increase brand loyalty and decrease brand switching of its customers (4.31), the company improve its competitive positioning to be more accurate and better differentiate it's products from competitors products (4.34), the company communicates to its customers through promotional material (4.25), the company differentiate it's products and services to meet its customer needs and desires (4.37), the company have a continuous product innovation based on customers feedback and needs (4.68), the company optimize its marketing resources and get the most impact full of its investment (4.31), the company carry out contentious sales presentations with customers of all its products (4.28), consumer mind based on audio visual presentations used to promote & position it's products (4.15) and the company's use psychographic method by making product prices and quality is maintained to lock out

customers from competitors (4.09). But the company doesn't create awareness through brochures & booklets of its products (1.78) which shows very low acceptance value and the company doesn't position its products in consumer mind using brochures and booklets. We can conclude that the company use all that has high acceptance value in order to position its products in consumer mind except the last one that has very low acceptance value.

4.5 Targeting Strategies

This part shows in detail how Heineken Breweries S.C targets its segmented markets and which criteria's the company follows.

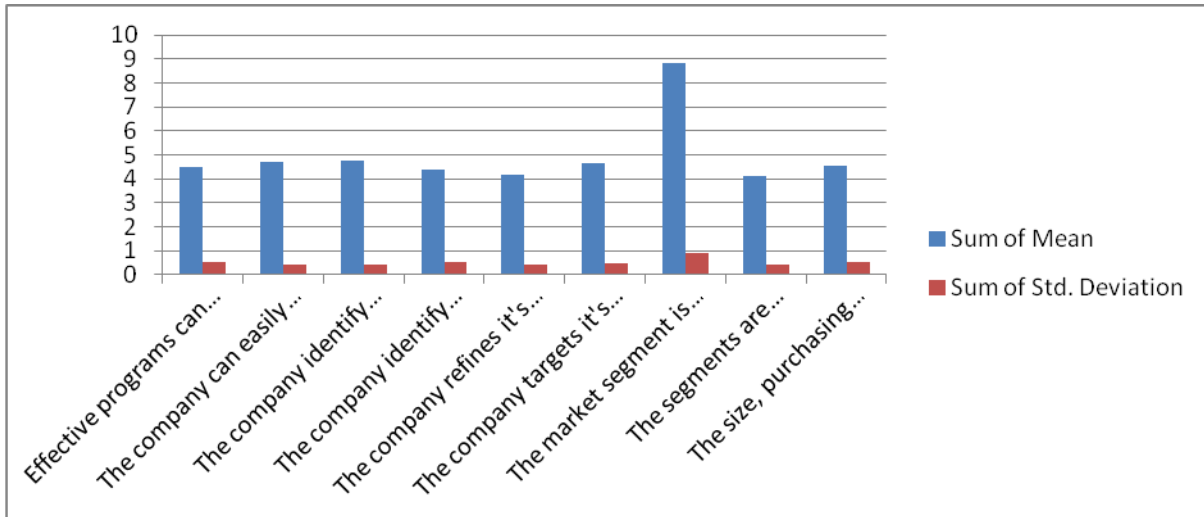
Table 4.5.1 Company's Targeting Strategy

Descriptive Statistics for Targeting					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company refines it's pricing to maximize revenue and meet customer expectation	32	3	5	4.15625	0.397
The market segment is large & profitable enough for company which it tries to serve	32	3	5	4.21875	0.457
The company identify it's most and least profitable customers	32	4	5	4.40625	0.508
The size, purchasing power, and characteristics of the segments can be measured	32	4	5	4.53125	0.507
The company identify it's customers behaviors and buying motives for its products	32	4	5	4.78125	0.42
The company can easily and effectively program and develop 4ps	32	4	5	4.71875	0.42
The company targets it's marketing mix strategies in order to increase customers demand of its products or services Stability	32	4	5	4.625	0.492
The market segment is large & profitable enough for company which it tries to serve	32	4	5	4.625	0.457
The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs	32	4	5	4.09375	0.42

Effective programs can be formulated for attracting and serving the segments	32	4	5	4.46875	0.507
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Source: Researcher, 2017

Figure 4.5.1 Extent of the company's targeting strategy



Source: Researcher, 2017

Table 4.2.8 and figure 4.2.3 result shows that Heineken Breweries S.C targets its market by identifying its customers behaviors and buying motives for its products customers (4.78) which shows very high acceptance value, the market segment is actionable company can easily and effectively program and develop 4'ps (4.71) which shows very high acceptance value, The market segment is large & profitable enough for company which it tries to serve (4.62), The company targets it's marketing mix strategies in order to increase customers demand of its products or services Stability (4.62), the size, purchasing power and characteristics of the segments is measurable (4.53), the segment is actionable because effective programs can be formulated for attracting and serving the segments (4.47), the company targets it's marketing mix strategies in order to increase customers demand of it's products or services (4.38), the market segment is responsive for the company since it can refines it's pricing to maximize revenue and meet customer expectation (4.15) and The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs (4.09)has a high acceptance value. We can conclude that the company use all the above in order to target its segmented market.

4.6 Discussion

A study conducted by Amandeep Singh (2011) finding illustrates that the demand for FMCG products, specifically personal care products is regardless of age and educational background even though the purchase routine is affected by gender and educational (literate or illiterate) status of consumers but unlike his conclusion from this study finding reveals that Heineken Breweries profile its customers from demographic factors based on their income and age since the company restricted consumption under 18 years old. But the same as Amandeep Singh (2011) finding the company differentiate its products based on gender. The company considers accessibility, attitude, competitive intensity, market action ability, market and consumer behavior such as loyalty and attitude and also demographic factors such as age, income in order to segment its market.

As Lewinson and Dolozier (1982) argue on his study that an alcoholic beverage firm that depends heavily on promotional activities can identify market areas by analyzing the advertising media within each market area and the behavior of the competitive alcoholic beverages. From this finding Heineken also consider and communicates to its customers through promotional material and participates in trade fair promotions using logos, symbols, display signs and audio visual presentations to ensure good visibility and position its products in customers mind.

A study conducted by Sule Maina (2015) his findings reveal that the higher products and services are tailored to suit diverse consumer segments, the better requirements are met that marks in a consumer satisfaction which in result increases the level of demand for the product or service. The researcher recommended that any organization operating for profit must consider segmenting customers of their products and services to increase the sales rate of their business From this study finding Heineken also does continuous product innovation based on customer's feedback and needs, the company design or redesign new products and services to meet its market needs since the company is responsive.

As Cahill (1997) concluded on his study for the alcoholic beverages, it is essential that a decision to use a market segmentation strategy should rest on consideration of four important criteria that affect its profitability. The market must be; identifiable, measurable, accessible,

substantial, and responsive. As per this study finding Heineken Brewery also consider actionability, sizeability, measurability, customer behaviour and substantiality in order to segment its market.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

The researcher want to assess and address how Heineken Breweries segments its market, How Heineken Breweries targets its segmented markets, how Heineken Breweries positions itself in the market it operates and what challenges were influencing the company's segmentation and targeting practices.

5.2 Summary of Key Findings

Heineken management teams 81.3% are male and 18.8% are female of the total population, 84% are at the age between 21 and 35, 12.5% are at the age between 36-50 and 3.1% are at the age between 52-65. The manager's educational background is as follows 84.4% have BA/BSC, 15.6% have MBA/MSc/MA and from which 68.8% are senior managers and 31.3% are not senior managers. And 93.8% of the management teams have served for Heineken for 2-5 years and 7.2% have served for less than 1 year.

Heineken Breweries S.C segments its market based on clear product differentiation of its brands characteristics and product benefits (4.81), the segmentation strategy of the company has make the firm meets its customer needs and gain higher market share (4.56), the company's current market segmentation strategy has improved the firms profitability and sales volume and the company profile its customers based on their age (4.06). But the company does not directly distributes from the manufacturer to the retailers (1.47) and also the company does not splits it's products based on rural and urban region (2.03).

Heineken Breweries S.C position it products in the market the company have ads in print or broadcast used to promote & position its products (4.75), the company contentiously participates on social corporate responsibility (4.68), the company participates in fairs and trade promotions (4.68), the company uses logos and symbols to position its products in customers mind (4.68). the company have different pack offerings (Bottle, Keg & Can) (4.65), the company uses display signs to ensure good visibility of its products (4.46) , the company design or redesign new products and services to meet its market needs (4.59), the company takes part in special events taking place in its region (4.62), the company increase

brand loyalty and decrease brand switching of its customers (4.31), the company improve its competitive positioning to be more accurate and better differentiate it's products from competitors products (4.34), the company communicates to its customers through promotional material (4.25), the company differentiate it's products and services to meet its customer needs and desires (4.37), the company have a continuous product innovation based on customers feedback and needs (4.68), the company optimize its marketing resources and get the most impact full of its investment (4.31), the company carry out contentious sales presentations with customers of all its products (4.28), consumer mind based on audio visual presentations used to promote & position it's products (4.15) and the company's use psychographic method by making product prices and quality is maintained to lock out customers from competitors (4.09). Butthe company doesn't create awareness through brochures & booklets of its products (1.78).

Heineken Breweries S.C targets its market by identifying its customers behaviours and buying motives for its products customers (4.78), the market segment is actionable company can easily and effectively program and develop 4'ps (4.71), The market segment is large & profitable enough for company which it tries to serve (4.62), The company targets it's marketing mix strategies in order to increase customers demand of its products or services Stability (4.62), the size, purchasing power and characteristics of the segments is measurable (4.53), the segment is actionable because effective programs can be formulated for attracting and serving the segments (4.47), the company targets it's marketing mix strategies in order to increase customers demand of its products or services (4.38), the market segment is responsive for the company since it can refines it's pricing to maximize revenue and meet customer expectation (4.15) and The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs (4.09)

5.3 Conclusion

The study concludes that Heineken Breweries S.C segments its market based on clear product differentiation of its brands characteristics and product benefits. The company considers accessibility, attitude, competitive intensity, market action ability and also understands its market and consumer behavior such as loyalty, attitude by considering the demographic factors such as age, income in order to segment its market. The segmentation strategy of the company has make the firm meets its customer needs, gain higher market share and increase sales volume. Since the market is very large for which the company tries to serve its substantial for the company. But the company does not directly distributes from the manufacturer to the retailers and also the company does not splits it's products based on rural and urban region or using geographic method.

Heineken Breweries S.C position it products by considering psychographic factors such as market responsive, actionable, accessibility and use promotional material through logos, symbols, display signs, audio visual presentations and different packs by participating social corporate responsibility to ensure good visibility and position its products in customers mind. The company increase brand loyalty and decrease brand switching of its customers and tries to improve its competitive positioning to be more accurate and better differentiate its products from competitor's products. The company differentiate it's products and services to meet its customer needs and desires by optimizing its marketing resources and get the most impact full of its investment. The product prices and quality is maintained by the company in order to lock out customers from competitors. Heineken also does continuous product innovation based on customer's feedback and needs, the company design or redesign new products and services to meet its market needs which shows that the company is responsive to its market. But the company doesn't create awareness through brochures & booklets of its products.

Heineken Breweries S.C targets its market by identifying its customer's behaviours and buying motives for its products. The company targets its market by considering its actionability, sizebility, measurability, customer behaviour and substantiality of the market segment. Since the company can easily and effectively programmed and develop 4'ps, the segments is conceptually distinguishable and respond differently to different marketing-mix

elements and programs this shows that the market is actionable for the company. The market is large & profitable enough for which the company tries to serve and it shows that the market is very substantial for the company. The company targets it's marketing mix strategies in order to increase customers demand of its products or services and this shows that the market segment is stable. The market segment customer's size, purchasing power and characteristics is measurable. The company is quick responsive to the market segment since it refines it's pricing to maximize revenue and meet customer expectation.

5.4 Recommendations

- Since the company doesn't directly distribute its products from the manufacturer to retailers based on this research finding the researcher recommends Heineken Breweries S.C need to involve in key employee recruitment process of the distributor, should jointly developed by the distributor performance. The company should constantly follow up that the distributor have a clear succession plan and even if loss of full control over the outsourced operation is common in all outsourcing process, in order to minimize problems that might be faced by the company Heineken has to establish clear expectation with the distributors and put in place transparent control system. Beside to this the company has to put penalty clause in the agreement for any breach of the term of the agreement, the firm need to pursue strong business relationships and ensure a clear understanding between the company and the distributors.
- From the research finding the company doesn't splits its products based on rural and urban region while considering segmenting its market. But since the company segments its market based on demographic factors such as age, income, personal attitude and Heineken also does continuous product innovation based on customer's feedback and needs. And since the company targets its market by identifying its customer's, buying motives for its products by considering the actionability, sizebility, measurability, customer behaviour and substantiality. The researcher recommends the company to split its products based on urban and rural region while considering segmenting its market in order to better develop 4 P's and program effective strategies that have a better opportunity for the company to increase its sales volume.
- The study also recommends the company to consider and create awareness through brochures and booklets of its products in order to position in consumer mind since it have a better opportunity for the company to address and create awareness in consumer mind the type and quality of Heineken's Breweries entire products.

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Appendices

Appendix –A: Questionnaire

St. Mary's University
Department of Masters of Business Administration
MBA Program

Questionnaire to be completed by Heineken Breweries Sales and Marketing Department Management Teams

Dear Respondent,

The title of this research is the assessment of market segmentation, positioning and targeting practices, a case study on Heineken breweries S.C. The objective of this survey is to gather, analyze, and synthesize relevant, accurate, sufficient, and timely information that will provide insights about the market segmentation, targeting and positioning strategy practice of Heineken Brewery S.C. The collected data is an essential requirement for the partial fulfillment of Master's program for the researcher in Business Administration.

This questionnaire consists of two sections: Section I deals with the general profile of the respondents, section II covers Determinants of market segmentation, targeting & positioning strategy. The information that you will provide in this survey will be used for the stated purpose and it will be held confidential. I appreciate your voluntary and valuable participation in this survey. I also thank you in advance for sharing your valuable experience and time in completing the questionnaire.

If you have any query you can contact me via Mob No: 0942202270.

Sincerely
Zekarias Moges

Assessment of the Market Segmentation, Targeting & Positioning strategy

Section I: Demographic Profile of Respondents

1 **Direction:** Please select the appropriate response category by ticking with X or √ mark.

1. Gender: Male Female

2. Age (years):

2 Less than 20 21 to 35 36 to 50 51 to 65 More than 65

3. Educational level:

1 to 12 Complete Certificate Diploma

BA/BSC MA/MSC/MBA PhD

4. Position:

Junior Manager Senior Manager

5. Service years in Heineken

Less than 1 year 2 to 5 years 5 to 10 More than 10 years

Part II: Assessment of the Market Segmentation, Targeting and Positioning Strategy

Direction: Please indicate your degree of agreement/disagreement with the following statements by marking right to the appropriate number.

(1 - Strongly disagree; 2 - Disagree; 3 - Neutral; 4 - Agree; and 5 - Strongly agree)

Code	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
SG 1	The company profile its customers based on loyalty status (high, low& none)					
SG 2	The company profile its customers based on their personality, attitudes & self-image					
SG 3	The segmentation strategy of the company has make the firm meets it's customer needs and gain higher market share					
SG 4	The customers has less chance to change their behavior or composition over a short period of time					
SG 5	The company's current market segmentation strategy has improved the firms profitability and sales volume					
SG 6	The company profile it's customers based on their income					
SG 7	The company splits it's products based on rural and urban region					
SG 8	The company have a clear product differentiation based on its brand characteristics & product benefit					
SG 9	The company selects and focus on the most responsive segments on the exclusion of others					
SG 10	The company profile it's customers by gender (Male or					

	Female)					
SG 11	The company reduce competition by operating in a more narrowly defined market					
SG 12	The company profile it's customers based on their age					
SG 13	The company distributes directly from the manufacturer to the retailers					
SG 14	The company classifies it's customers based on their attitude i.e.+ve,-ve, enthusiast, indifferent					
PO 15	The company design or redesign new products and services to meet it's market needs					
PO 16	The company finds hidden needs and make improvements to its existing products					
PO 17	The company have different pack offerings (Bottle, Keg & Can)					
PO 18	The company carry out contentious sales presentations with customers of all its products					
PO 19	The company creates awareness through brochures & booklets of its products					
PO 20	The company increase brand loyalty and decrease brand switching of its customers					
PO 21	The company uses display signs to ensure good visibility of its products					
PO 22	The company differentiate it's products and services to meet it's customer needs and desires					
PO 23	The market is easy to reach for the company through promotional and distribution strategy					
PO 24	The company communicates to its customers through promotional material					

PO 25	The company has acquire a strategic position for it's all product in the market					
PO 26	The company improve its competitive positioning to be more accurate and better differentiate it's products from competitors products					
PO 27	The company have audio visual presentations used to promote & position it's products					
PO 28	The company have ads in print or broadcast used to promote & position it's products					
PO 29	The company takes part in special events taking place in its region					
PO 30	The company contentiously participates on social corporate responsibility					
PO 31	The company participates in fairs and trade promotions					
PO 32	The company uses logos and symbols to position it's products in customers mind					
PO 33	The company have a continuous product innovation based on customers feedback and needs					
PO 34	The company give samples to its customers to promote it's products					
PO 35	The company optimize its marketing resources and get the most impact full of its investment					
PO 36	The company charges high prices for products with high perceived value and quality					
PO 37	The company's product prices and quality is maintained to lock out customers from competitors					
TA 38	The segments should not be preempted by the firm's competition					

TA 39	The company refines its pricing to maximize revenue and meet customer expectation					
TA 40	The market segment is large & profitable enough for company which it tries to serve					
TA 41	The company identify its most and least profitable customers					
TA 42	The size, purchasing power, and characteristics of the segments can be measured					
TA 43	The company identify its customers behaviors and buying motives for its products					
TA 44	The company can easily and effectively program and develop 4'ps					
TA 45	The company targets its marketing mix strategies in order to increase customers demand of its products or services					
TA46	The market segment is large & profitable enough for company which it tries to serve					
TA 47	The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs					
TA 48	Effective programs can be formulated for attracting and serving the segments					

Appendix –B: Demographic Test Result

Table 4.2.1 Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	81.3	81.3	81.3
	Female	6	18.8	18.8	100.0
	Total	32	100.0	100.0	

Table 4.2.2 Age/Year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-35	27	84.4	84.4	84.4
	36-50	4	12.5	12.5	96.9
	52-65	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Table 4.2.3 Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC	27	84.4	84.4	84.4
	MA/MSC/MBA	5	15.6	15.6	100.0
	Total	32	100.0	100.0	

Table 4.2.4 Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Manager	22	68.8	68.8	68.8
	Manager	10	31.3	31.3	100.0
	Total	32	100.0	100.0	

Table 4.2.5 Service years in Heineken

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	1	3.1	3.1	3.1
	2-5	30	93.8	93.8	96.9
	5-10	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Appendix –C: Segmentation Test Result

Table 4.3.1 Descriptive Statistics for Segmentation

Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company profile its customers based on loyalty status (high, low& none)	32	4	5	4.03125	0.508
The company profile its customers based on their personality	32	4	5	4.15625	0.369
The segmentation strategy of the company has make the firm meets its customer needs and gain higher market share	32	3	5	4.5625	0.564
The customers has less chance to change their behavior or composition over a short period of time	32	3	5	4.03125	0.471
The company's current market segmentation strategy has improved the firms profitability and sales volume	32	3	5	4.46875	0.567
The company profile its customers based on their income	32	4	5	4.1875	0.397
The company splits it's products based on rural and urban region	32	1	3	2.03125	0.4
The company have a clear product differentiation based on its brand characteristics & product benefit	32	4	5	4.8125	0.397
The company selects and focus on the most responsive segments on the exclusion of others	32	3	5	4.25	0.435
The company profile its customers by gender (Male or Female)	32	3	5	4	0.507
The company reduce competition by operating in a more narrowly defined market	32	3	5	4.03125	0.535
The company profile its customers based on their age	32	4	5	4.0625	0.246
The company distributes directly from the manufacturer to the retailers	32	1	3	1.46875	0.567
The company classifies its customers based on their attitude i.e.+ve,-ve, enthusiast, indifferent	32	3	5	3.96875	0.4

Appendix –D: Positioning Test Result

Table 4.4.1 Descriptive Statistics for Positioning					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company design or redesign new products and services to meet its market needs	32	4	5	4.59375	0.499
The company finds hidden needs and make improvements to its existing products	32	3	5	4.21875	0.471
The company have different pack offerings (Bottle, Keg & Can)	32	3	5	4.65625	0.545
The company carry out contentious sales presentations with customers of all it's products	32	3	5	4.28125	0.56
The company creates awareness through brochures & booklets of it's products	32	1	3	1.78125	0.491
The company increase brand loyalty and decrease brand switching of it's customers	32	4	5	4.3125	0.435
The company uses display signs to ensure good visibility of it's products	32	4	5	4.46875	0.499
The company differentiate it's products and services to meet it's customer needs and desires	32	4	5	4.375	0.492
The market is easy to reach for the company through promotional and distribution strategy	32	3	5	4.28125	0.457
The company communicates to its customers through promotional material	32	3	5	4.25	0.483
The company has acquire a strategic position for it's all product in the market	32	4	5	4.375	0.508
The company improve its competitive positioning to be more accurate and better differentiate it's products from competitors products	32	4	5	4.34375	0.492
The company have audio visual presentations used to promote & position it's products	32	4	5	4.15625	0.397
The company have ads in print or broadcast used to promote & position	32	4	5	4.75	0.44

it's products					
The company takes part in special events taking place in its region	32	4	5	4.625	0.504
The company contentiously participates on social corporate responsibility	32	4	5	4.6875	0.471
The company participates in fairs and trade promotions	32	4	5	4.6875	0.471
The company uses logos and symbols to position it's products in customers mind	32	4	5	4.6875	0.471
The company have a continuous product innovation based on customers feedback and needs	32	4	5	4.6875	0.44
The company give samples to its customers to promote it's products	32	3	5	4.21875	0.471
The company optimize its marketing resources and get the most impact full of its investment	32	3	5	4.3125	0.39
The company charges high prices for products with high perceived value and quality	32	3	5	4.0625	0.42
The company's product prices and quality is maintained to lock out customers from competitors	32	3	5	4.09375	0.296

Appendix –E: Targeting Test Result

Table 4.5.1 Descriptive Statistics for Targeting					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company refines its pricing to maximize revenue and meet customer expectation	32	3	5	4.15625	0.397
The market segment is large & profitable enough for company which it tries to serve	32	3	5	4.21875	0.457
The company identify its most and least profitable customers	32	4	5	4.40625	0.508
The size, purchasing power, and characteristics of the segments can be measured	32	4	5	4.53125	0.507
The company identify its customers behaviors and buying motives for its products	32	4	5	4.78125	0.42
The company can easily and effectively program and develop 4ps	32	4	5	4.71875	0.42
The company targets its marketing mix strategies in order to increase customers demand of its products or services Stability	32	4	5	4.625	0.492
The market segment is large & profitable enough for company which it tries to serve	32	4	5	4.625	0.457
The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs	32	4	5	4.09375	0.42
Effective programs can be formulated for attracting and serving the segments	32	4	5	4.46875	0.507