



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

**THE EFFECT OF INTEGRATED MARKETING COMMUNICATION ON
SALES PERFORMANCE: A CASE STUDY OF SELECTED REAL ESTATE
COMPANIES IN ADDIS ABABA**

**BY
BEZAWORK BIRHANU**

**JULY 2020
ADDIS ABABA**

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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL MANAGEMENT

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DECLARATION

I, the undersigned, declare that this thesis “The Effect of Integrated Marketing Communication on Sales Performance: A case study of Selected Real Estate Companies in Addis Ababa ” is my original work, prepared under the guidance of Yibeltal Niegusse (Assistance Professor) All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Name

St, Mary’s University, Addis Ababa

Signature

July 2020

ENDORSEMENT

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

Advisor

St, Mary's University, Addis Ababa

Signature

July 2020

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LIST OF ACRONYMS AND ABBREVIATIONS

| | |
|-------|------------------------------------|
| TV | Television |
| EAI | Ethiopian Investment Agency |
| IMC | Integrated Marketing Communication |
| ANOVA | Analysis of Variance |

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ABSTRACT

Nowadays the Ethiopian real estate industry is in a stiff competition against each other to dominate the market. Integrated marketing communication is a critical approach to enhance the sales performance as companies try to do some more attractive, influencing promotion through various media. The prime motive of the study is investigating the effect of integrated marketing communication on sales performance of selected real estates in Addis Ababa. The study adopted explanatory research design and a total of 241 sample respondents participated from sales and marketing staffs of top ten real estate companies. A convenience non-probability sampling technique was applied to select the targeted respondents. Primary data were collected using self-administered questionnaires for analysis. The result endorses that all the five marketing communication tools such as advertising, sales promotion, direct marketing, personal selling and public relations/ publicity had significant effect on overall sales performance. Advertising, sales promotion and personal selling exhibited relatively the highest effects. Advertising marketing messages should be accompanied with event organization and frequent contact of the targeted potential customers to enhance sales volume, sales target and sales growth of the respective real estate companies

Keywords: Integrated Marketing Communication, Sales Performance,

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

In competitive and complex business environments where demands change constantly, sales performances are determined based on its contribution in response to the firm's objective. Implementation of effective and appropriate marketing tools increases the success of a given firm in pursue of focusing and enhancing its targeted customers' awareness and retention. Marketing communication is one of the basic drives for the improvement of sales performance if planned and implemented in-line with firm's business strategy (Asiegbu, 2011).

Companies are generally subjected to different degrees of marketing competition due to external business environments that have led them to strong competition (Chong, 2014). Marketing communication operates as a link between a seller/ producer and a customer through utilization of diverse promotional techniques to acquire the target market, depending on the features of the product, psychological opinion and point of view of the target audience. The basic reason of identifying and targeting audiences is that different groups require different kind of information, at different times and with different areas of focus (Smith, 2012). Implementation of such prominent business strategies have significant influence on the degree of involvement of firms' sales functions for the fact that sales performance is considered as a degree of involvement of sales functions to its corporate aims and objectives.

Marketers in developing and undeveloped countries used to intermix the concepts of promotional activities against marketing communication. Many marketing scholars (Kotler, 2002; Kliatchko, 2005; Harrison and Wholey, 2011) in the field mentioned frequently that promotional activity is a business activity that communicates a company's interests and embodies a transmission-reception of a variety of types of information between internal business processes and external business relationships. The difference underlies promotion has the roles of informing, persuading, inducing action, reaching and affecting purchasing decision of the consumer whereas marketing communication mix is a term used to describe the set of tools that a business can use to communicate effectively the benefits of its products or services to its customers in an integrated manner. Thus, potential buyers, those who are informed and understood the value of the product,

service or idea offered, will have the attitude to purchase resulted in optimizing firm's sales opportunities (Shimp, 2010). Ethiopian real estate industry is not far from these facets.

Within a very short span of time real estate has become one of the most lucrative businesses in Ethiopia. With the growing economy, the demand for residential along with commercial constructions have radically augmented. Their performances have experienced a positive existing growth since 2001 regardless of current political insecurity concerns that have led to an increase in claiming illegally snatched and evacuation of dwellers from their rightful land plots under the cover of private investment and urban development. Ethiopian real estate industry is, thus, mainly characterized by hectic bureaucracy, corruption and political intimidation which resulted in creating intentional or artificial scarcity of land-plot to build a house for low and middle income citizens in most urban areas. Such artificial shortage of land-plots in the capital and major regional cities as well as the fast growing urbanization (4.6%) annual growth rate aggravated the demand (EIA, 2019). As of December 2018, a total of 559 real estate developers in the country are registered of which 100 (17.9%) are in operation and continuously working towards changing the urban landscape of Addis Ababa and suburbs of regional cities.

Despite the growth of encouraged new entrants to the industry, generation of exaggerated profit from the sales of unreasonable priced houses, have been forcing them to strive for aggressive marketing activities to promote their respective products. Now a day most of the key players in the industry use various marketing activities to improve their respective sales performances but overlooked the significance of integrated marketing communication (IMC) to enhance their sales in terms of sales volume, market share, sales target and profitability. The firms often incorporate different promotional activities like media advertising, sales promotion, direct marketing, personal selling or public relation in their marketing strategy. However, their sales performances haven't been improved as expected for a while. Besides, media (TV and Radio) advertising are customarily used to promote their products with high costs scarification. This merely indicates managerial gap in making decisions based on scientific approach to determine the best alternative.

The aim of this study is, thus, to evaluate the effect of promotional mix on sales performance of selected real estate companies in Addis Ababa. Determination of such marketing practices helps the real estate managers to make informed decision on which promotional mix tools they should invest to enhance their sales performance.

1.2 Statement of the Problem

The trend in Ethiopian real estate industry revealed that shortage of residential houses and private real estate developers boost the demand of additional housing facilities beyond the capacity of the existing providers (Central Statistics Agency of Ethiopian (ECSA), 2012). But recently, after having substantial reforms aggressively in the land and housing development sector, a number of private investors and stakeholders have been encouraged to participate in the emerging market to mitigate the social crisis through minimizing the gap to a certain level. Seen from the past trend, it seems inefficient to serve the escalating urbanization and developers' inconsistency and lack of uniformity which levied their significant imposition on the growth momentum of the industry (Ethiopian Investment Agency - EIA, 2019).

However, according to ECSA (2018), due to considerably high demand-supply gap which accounted for roughly about one million houses, and existence of few number of private developers in the country, real estate marketers and managements argue the necessity or effectiveness of marketing communication strategy as they still believe the market has not been exploited yet. Utterly biased by the profitability of the business, they gave less due attention for strong brand building through well designed and implemented marketing communication. To the contrary, the real estate companies allocate and invest huge amount of money on different promotional mix strategies. Besides, efforts have been made in customer prospecting through identification of customer's needs, effective and efficient use of relevant contacts or touch points to reach target consumers, communicating with a single voice meaning that all messages relayed to targets across communication channels with consistent touch points, consolidating relationships with customers, and lastly, generating appropriate behavioral response. But, their practices have failed to enhance their sales performances as planned or expected. This initiates the necessity of evaluating the effectiveness and IMC practices to promote sales performances of the companies.

The bureaucratic bottle-necks and unnecessary political interventions in the industry were currently mitigated to a certain level to pave the way to exercise their autonomy and equal participation to the local market. The real estate firms in the city should, thus, implement effective and efficient promotional tools for communicating their products or brands to the respective prospects. Effective utilization of the communication tools assured when they are implemented in an effective and efficient way in-line with the organizational objectives. Even though the intention

of using promotional mix has been seen almost all over the real estate industry, marketing communication attempts based on their level of significant effect has been given less due consideration for a while. To achieve such sound competitive advantages, thus, marketers or concerned real estate managements should build strong customer patronage through effective marketing communication as high brand awareness is known to lead to higher consumer preferences/ purchase intentions which in turn resulted in long-term sustainability (Freling, 2011).

Extant researches revealed that business companies in Ethiopian context utilized different promotional mix tools to persuade and attract potential customers to achieve their sales volume, target and growth (Biruk, 2012; Yared, 2008; Tesfaye, 2019; Yilkal, 2015). However, the trend in the country showed that huge amount of money is invested on traditional way (media advertising) without evaluating how marketing messages should be promoted through integrated different promotional mix to enhance their respective sales performance (O'Guinn, 2006). Even the most prominent real estate firms such as Gift, Noah, Ayat, Ropack, Sunrise, Tsehay, Eney, Flintstone, Sunshine, Zenebe Frew for their credible reputation, traditionally allocate and spend substantial promotional budgets for commercial advertising alone without assessing their relative significant influences on sales performances. Besides, although sales performance is a common theme of consumer research in Ethiopia (Zelalem, 2016; Bruh, 2018; Zeresenay, 2018), little has been done in evaluating the effect of integrated marketing communication on firm's sales performance in private real estate companies. Most of them promote their products in different brand names with almost similar kind of promotional tools such as mere media advertising in most cases.

Thus, the purpose of this study is to assess the effect of IMC on sales performances of selected real estate companies in Addis Ababa. In doing so, it contributes to the existing body of knowledge how promotional mix affects sales performance of real estate business in Ethiopian context. As well as it helps concerned managers to utilize their financial investment efficiently in regards to allocating their promotional budgets to the effective promotional mixes accordingly. To achieve the basic objective of the study, the following research questions should be addressed:

- 1- What is the effect of advertising on sales performance of the selected real estate companies?
- 2- How does sales promotion affect the sales performance of the real estate companies?
- 3- How does direct marketing affect the sales performance of the real estate companies?
- 4- How does personal selling affect the sales performance of the real estate companies?
- 5- What is the effect of public relation on sales performance of the real estate companies?

1.3 Objectives of the Study

1.3.1 General Objective

The basic objective of the study is to evaluate the effect of integrated marketing communication on sales performance of selected real estate companies in Addis Ababa.

1.3.2 Specific Objectives

The specific objectives are set to attain the basic objective of the study. These are specifically to:

- i. Evaluate the effect of advertising on sales performance of the real estate companies
- ii. Evaluate the effect of sales promotion on sales performance of the real estate companies
- iii. Investigate the effect of direct marketing on sales performance of the real estate companies
- iv. Evaluate the effect of personal selling on sales performance of the real estate companies
- v. Investigate the effect of public relations on sales performance of real estate companies

1.4 Significance of the Study

This study is basically intended to determine the significance of IMC in the case of selected real estate companies in Addis Ababa. The findings are believed to be considerably vital to the sales and marketing managers of the company in order to plan and utilize different promotional mixes; when a proactive approach is needed to maximize real estates' profits through strategic marketing communications, the theoretical value of this study helps marketers and concerned managers to assess the effectiveness of their approach to enhance the outcomes of their sales performance; and it will also have a cumulative effect on the existing knowledge of the real estate marketing theories and concepts. Besides, marketing and other related social science students may find the major findings for further reference in the course of reviewing the related literatures while conducting senior essay or thesis in regards to IMC or sales performances.

1.5 Scope of The Study

1.5.1 Delimitation

The survey is conducted on customers of selected real estate companies in Addis Ababa excluding other governmental and private housing projects in the suburb of the city (Oromia regions) for their homogeneity and relatively fewer in number. Geographically the scope was limited for the fact that it is economical and representative to survey the selected prominent real estate companies located in the capital city. The study constituted five independent IMC (advertising, sales promotions, direct marketing, public relation and personal selling) variables which determine the

outcome of the dependent variable- sales performance. Whereas, it ignored the significance of macro environmental factors and other stakeholders in the industry such as advertising agencies, financial sectors, government policies and others as they were out of the scope of the study. Methodological limitation arose due to collection of the primary data from the sales and marketing personnel of the selected companies through non-probabilistic convenient sampling method. Random sampling was considered best for generalization but was found to be impractical to utilize emails or social medias to disseminate self-administered survey questionnaires due to high possibility of non-response rate.

1.5.2 Limitations

In the course of determining the effect of IMC to convey the benefits of the respective real estate products to the customers in an integrated manner, the input of different stakeholders in the industry was mandatory. Exclusion of major role players such as advertising agencies, consultants and staff of real estate firms might affect the generalizability of the findings. Discretion and sensitivity of the study led them to be hesitant in answering the questionnaires, thinking that the study findings would be employed as a competitive tool against their firms. However, the respondents were given a full disclosure of the study purpose as merely intended for academics. The accuracy of this study couldn't be determined as only considered the data provided by the respondents as supported by no other evidences for check-and-balance purpose. Besides, had it been other variables of marketing mix and sales performance are included; it may not yield exactly the same results.

1.6 Organization of the Study

This thesis is categorized into five main chapters. The first chapter refers introduction of the study which includes the background, the problem statement, the research objectives, hypotheses, significance and scope of the study. The second chapter focuses on literature review. It contains relevant theories, conceptual and empirical discussions leading to identification of research gaps and the conceptual framework. The third chapter presents the research design, target population, sampling methods, sample size, data collection instruments to be used as well as method of data analysis and presentation. The fourth chapter presents demographic characteristics, descriptive and inferential statistics analysis, findings and their interpretations. The last chapter consists summary of major findings, conclusions and recommendations of the research study.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

These sections explore the relevant theoretical, empirical studies, the benefit of integrated marketing communication, and performance of the organizations, Summary and gaps and finally conceptual framework.

Integrated Marketing Communication is believed to be a significant factor that can influence sales performance of business firms. In order to introduce new products/ brands and to capture new customer base in the market, IMC measures are extensively used by the marketing managers. Attractiveness and encouraging characteristics of orchestrated promotional activities push the attention of the consumers towards the promoted products. Marketing messages which are delivered through different marketing communication tools in an integrated manner have a significant influence on the sales performance of companies. As a result, retaining and maintaining a loyal customer base becomes an asset for their sustainable growth.

With these notions, marketing literature also found that consumers avoid to switch to those products or brands where they have to face certain costs (monetary or nonmonetary), fear of losing established relationship etc. Moreover, the products with high rate of awareness, established image, high perception of quality and higher loyal customer base succeed in strengthening their customer base. The conceptual model of this study is tuned based on this notion. It states that the creation of awareness, provision of new information or kind reminder of the targeted consumers via IMC are believed to influence the behavioral intention of the buyer to purchase the product results in increasing their sales performance.

The process of reviewing the literature develops an understanding of the subject area better thus, helps to conceptualize research problem clearly and precisely. Besides, an understanding of the various procedures and methods adopted in the literature also provided an additional advantage. Therefore, the main objective of the present chapter is to dig out the fact from the extant literature about the main constructs of the study which revolves around the relationship between IMC practices and their effect on sales promotion of business companies.

2.1 Theoretical Framework

Relevant theories of marketing communication and sales performance are reviewed. The concepts of promotion, promotional mix tools, sales performances along with their relationship discussed under the theoretical review.

2.1.1 Integrated Marketing Communications (IMC)

Integrated marketing communications (IMC) is defined as customer centric, data driven method of communicating with the customer. IMC is the coordination and integration of all marketing communication tools, avenues, functions and sources within a company into a seamless program that maximizes the impact on consumers and other end users at a minimal cost. This management concept is designed to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as a unified force, rather than permitting each to work in isolation.

IMC is a process for managing customer relationships that drive brand value primarily through communication efforts. Such efforts often include cross-functional processes that create and nourish profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data-driven, purposeful dialog with them. IMC includes the coordination and integration of all marketing communication tools, avenues, and sources within a company into a seamless program in order to maximize the impact on end users at a minimal cost. This integration affects all firms' business-to-business, marketing channel, customer-focused, and internally directed communications. IMC is a simple concept. It ensures that all forms of communications and messages are carefully linked together.

2.1.2 Promotional Mix – The Tool for IMC

Promotion, in its gist form, can be defined as a tool of marketing mix, consists of communicational efforts in order to persuade the consumers to accept the services offered in the tourist market (Kozak, 2006). Promotion is one of the marketing activities together with product design and development, pricing and distribution (Kotler and Armstrong, 2001). Promotion is to make a product, an institution, a person or an idea known and accepted by the public, particularly by the target market (2006). Promotion means using the informative, monitory and persuasive every publicity efforts in order to increase the product sales or to ease the acceptability of an idea Promotion can be used as a tool of marketing (Minh, 2007) or marketing efforts to send messages

to the target market by the business enterprises in order to give information about the products offered to the consumers and create positive image about the business enterprises, hence it can act as a strategic marketing tool in the development and the sustainability of the businesses.

The power of branding and brand loyalty require intensive promotional efforts in the tourism industry as it happens in many other industries (Erol, 2003). Promotional activities are gaining more and more importance on in today's competitive business environment because of the increasing geographic and cultural distance between the producers and the consumers, increased number of consumers as a result of increased population, growth of markets as a result of revenue growth, increased competition as a result of substitute products, increased and spreading number of intermediaries, changing in consumer needs and wants as a result of increased per capita income, consumers' seek of difference, high quality and featured products, seasonal variations in the demand, and increased brand loyalty among the consumers. Possible objectives of promotion are to create awareness, stimulate demand, encourage product trial, identify prospects, retain loyal customers, facilitate reseller support, combat competitive promotional efforts, reduce sales fluctuations (Peter, 1998). Real estate industry is not exceptional to the above given features of promotional efforts.

Marketing promotion has been defined, according to Belch and Belch (2004) as the coordination of all seller initiated efforts to set-up channels of information and persuasion in order to sell goods and services or promote an idea. Kotler (2007) viewed it as marketing communication mix which, they called the specific mix of Advertising, personal selling, sales promotion, public relations and direct marketing that a firm uses in order to pursue its advertising and marketing objectives. While implicit communication occurs through the various elements of the marketing mix, most of an organization's communication efforts with the market place take place as part of a carefully planned and controlled promotional program. Jobber (2003) reiterates that the basic tools used to accomplish an organization's communication objectives are often referred to as the Promotional Mix.

In the words of Davies (2006), he sees marketing communication mix as the specific mix of advertising, personal selling, sales promotion, public relations and direct marketing that a company uses to pursue its advertising and marketing objectives. The above view is also supported by Wright, (2000), Jobber (2003), Belch and Belch, (2004) among others. Chris (2006) also states that

marketing communication is a management process through which an organization engages with its various audiences. By understanding an audience's communication environment, organizations seek to develop and present messages for its identified stakeholder groups, before evaluating and acting upon the responses. By conveying messages that are of significance value, audiences are encouraged to offer attitudinal and behavioral responses.

The above definition has three main themes. The first concerns the word 'engages'. By recognizing the different transactional and relationship needs of the target audience marketing communications can be used to engage with a variety of audiences in such a way that one-way, two-way and dialogue communications are used that meet the needs of the audience. The second theme concerns the audience for marketing communications. Traditionally, marketing communications has been used to convey product-related information to customer-based audiences. Today, Wright (2000) holds that a range of stakeholders has connections and relationships of varying dimensions and marketing communication needs to incorporate this breadth and variety. Stakeholders' audiences including customers are all interested in a range of corporate issues, sometimes product related and sometimes, related to the policies, procedures and values of the organization itself. Belch and Belch (2004) added that marketing communications should be an audience – centered activity and that it is important that messages be based on a firm understands of both the needs and environment of the audience. Jobber (2003) also added that marketing communication should be grounded in the behavior and information-processing needs and style of the target audience, if such a marketing communication would be successful.

Traditionally, Wright (2000) believes that the promotional mix has included four elements: Advertising, sales promotion, public relations and publicity; personal selling. However, most modern scholars agreed on the inclusion of the fifth element, which is Direct and interactive (Interment) marketing. It endeavors to catch the attention of new customers, encourage customer loyalty, encourage trial, inform and remind potential customers about new arrivals, encourage new customers, modify attitudes, build an image, encourage brand switching etc. It consists of five diverse fields of communication channel: advertising, personal selling, public relations, direct marketing and Sales promotion

2.1.2.1 Advertising

In Kevin's (2009) definition, advertising is any paid means of non-personal communication about an organization, good service or idea by a recognized sponsor. The paid facet of this definition is important because the space for the advertising message normally must be bought. Advertisement covers policies and procedures related to amount to spend. For example, the load to be placed on advertising and copy platform to acquire product image desired and corporate desired and finally mix of advertising to the trade through the trade to consumers. In his conclusion, he elaborates that advertising attracts new customers to a company in addition to boosting customer loyalty, since it requires to make the brand well known to people. Moreover, Shimp (2010) states that advertising is aimed at promoting the seller's products by making them public through various kinds of media like printed and electronic. This is made clear by the fact that messages can reach large numbers of people and make them aware, persuade and remind them of the firm's offers.

From a marketing management viewpoint, advertising is an essential strategic tool for keeping a competitive advantage in the marketplace. Advertising budgets are indicative of a large and growing element in the cost of goods and service (Kotler, 2005). The usage of interactive media in the market place is undergoing fast growth. Unluckily, high expectations have been replaced by dissatisfaction with many companies becoming more and more uncertain as to when their interactive media efforts will become profitable. The American marketing association has espoused the following definition: Any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor (Baker 1991). Planning advertising objectives should be based on the past decision about the target market, positioning and marketing mix which defines the job that advertising must do in the total marketing program.

An advertising objective is a specific communication task to be accomplished with a specific target audience during a specific period of time. Advertising objectives can be classified by primary purpose whether the aim is to inform, persuade, or remind. Informative advertising is aggressively used when introducing a new product category by creating primary demand. Some persuasive advertising has become comparative advertising, in which a company directly or indirectly compares its brand with one or more other brands. Reminder advertising is important for mature products – it keeps consumers preoccupied with the product (Kotler, 2011).

According to Minh (2007), it is relevant for any organization to realize that Advertising mass media has made Advertising more accurate, has played an important role in business to consumer marketing and enabled companies to achieve communication and other marketing objectives. A study by Aliata (2012) made the premise that the amount of money spent on advertising has a statistically substantial relationship with the performance of national bank of Kenya measured by profits. The main purpose of this study was to establish the direction that relationship takes for the case of Post bank. The bank should be having mass media advertisement that would help it improve productivity and performance.

2.1.2.2 Personal Selling

According to Etzel (2010) personal selling is a direct communication between a sales representative and more potential buyers with an intention to act upon each other in purchasing situation. Similarly, Futrell (2012) describes Personal selling as the personal communication in which a seller considerably sways a potential customer into buying goods or services, an idea, or anything which satisfies the individual. Personal selling is the most reliable method at a certain stage of the buying process, especially in building buyer's preferences, convictions, and actions. It contains personal interaction between two or more people, so each person is able to notice the other's needs and characteristics and make swift alterations. Beside, Kotler (2006), explains that Personal selling also gives presents a big chance for all forms of relationships to grow, starting from normal selling relationships to personal friendships.

The effective salesperson takes the customer's interest seriously to bring a sustainable relationship. Finally, with personal selling, the buyer is normally aroused to listen and response is a polite "no thank you". These exceptional qualities are costly by themselves. A sales force requires long-lasting dedication more than advertising –advertising may be irregular, however, the size of sales force is difficult to change. Personal selling is also the company's costly promotion tool, incurring a lot of expenses to the bank. For example, in the bank the sales people need a car and time to meet a client.

Furthermore, Davis (2014) suggests that companies that successfully take part in personal selling boost their performance through rising sales of the company's products. A study by Aliata (2012) summarizes the relationship between personal selling and performance. The study discovered that personal selling is essentially related to profits of banks in a positive way. Callen (2010) on his

part said that Personal selling is a form of person-to-person communication, whereby a seller exerts an effort to help and/or persuade potential buyer to purchase the company's products and service. It has a direct communication between a buyer and a seller, which makes the market communication flexible. This means that the seller has the chance to see or hear the potential buyer's reactions closely and modify the message.

Personal selling is any face-to-face promotion of the company and its products to the customer's. Personal selling is commonly used by suppliers (manufacturers and importers) to deal directly with retailers. Personal selling is the most feasible method at later stages of buying process and three distinctive qualities are Personal Confrontation Personal selling involves an immediate and interactive connection between two or more people. Secondly, Cultivation where personal selling allows all kinds of relationships to grow starting from regular selling relationship to a deep personal friendship and finally, response where the buyer is obliged to listen to the sales talks.

According to Kerin, (2009), personal selling is the two-way communication between a buyer and a seller, with a plan to influence a person's or group's purchase decision. Shimp (2010) also stated that the importance of personal selling is that the customers are able to get more attention than advertisement or a display. The sales person can correct what they say or do in accordance with the customer's interest, needs, questions, and feedback.

2.1.2.3 Direct Marketing

Armstrong (2005), once again argued that direct marketing is the use of consumer direct channels to reach and supply goods and service to customer without using marketing facilitators. These channels include direct mail, catalogs, telemarketing, interactive television, kiosk, websites, and mobile devices. It consists of a direct contact with carefully targeted individual consumers not only to obtain an immediate response but to foster long-term customer relation. Direct marketers communicate directly with customers, often on one-to-one, interactive system. By making use of detailed database, they adjust their marketing offers and communications to the needs of closely spotted segments or even individual buyers.

Direct marketing if well planned and implemented effectively becomes more cost effective than other promotional methods due to the specific targets that the technique is applied to. Existing customers can be communicated to familiarize them with new products and special offers, hence,

affecting their loyalty while the new customers can be identified and stimulated to purchase products or services of a business organization through direct channels (Callen, 2010).

According to him, direct marketing has increased the consumer's use of internet for purchasing many products. Direct marketing activities are often very effective in producing sales leads when a customer asks for more information about a product or service. Other than brand and image building, direct marketers usually search for a direct, instant, and measurable consumer feedback. For example, Dell computer runs its operation in direct contact with customers_ by telephone or through its web site to design, build systems that meet customer's individual needs. Direct marketing communicates directly with customers, often on a one- to o-ne, interactive basis. Using detail databases, they adjust their marketing offers and communications to the needs of narrowly specified segments or even individuals (Kotler, 2006). Direct marketing is suitable, easy to use, and private. In other words, just by keeping their comfort at home, they search mail catalogs or company websites. Direct marketing is such an indispensable tool for the sellers in establishing customer relations using database marketing.

The present-day marketers can target small groups or individual consumers, adjust-offers to individual needs and promote these offers via personalized communications. Direct marketing can make a low cost-efficient offer in searching for markets. For example; direct marketing has advanced swiftly in business- to -business marketing, to some extent in reaction to the ever-rising costs of marketing through sales force (Kotler, 2006). In his further statement, he suggests that direct ethical marketing activities can be best nurtured through moral conviction, by creating an ethical business atmosphere for direct marketing, efforts to make a conscious commitment that you and the organization will accept and stick to high principles by adopting, leading with courage, hiring and promoting the right people and creating an ethical culture.

2.1.2.4 Sales Promotion

As defined by Peter (1998), Sales promotion, known as a demand–stimulation method, is devised to support advertising and to expedite personal selling. Sales promotion may be carried out by producers and middlemen. The target for producer' sales promotions may be middlemen, end users-households or business users-or the producer's sales force. Middlemen implement sales promotion on their sales people or potential customers up to the channel of distribution. Sales promotion today in Kenya is properly used on fast moving commodities and other industries

should also integrate the vigorous use of sales promotion. Kotler (2011), realized that sales promotion comprises a wide collection of tools—coupons, contest, cents-off deals, premium, and others they all have many distinctive features. They captivate consumer's attention, provide valuable incentive to purchase, and be used to make product offers more appealing and boost declining sales promotions, invite and reward quick reaction -where advertising says “buy our product”, sales promotion says buy it now. Most of the time, Sales promotion results are ephemeral _they don't last long, and frequently not as reliable as advertising or personal selling in creating long-term brand preference.

In reality, the studies conducted by Aliata (2012) found a statistically fundamental relationship between sales promotion and performance. They made the proposition that sales promotion raised brand preference, which in turn improved brand performance and later high profits/performance. The two reasons which brought about this higher popularity without any question are the increased burden on management for short -term results and the availability of new purchase tracking technology. Push and pull marketing consist of the two options available to marketers who are interested in delivering their products to customers. Push strategy deals with focusing promotional efforts on distributors, retailers, and sales personnel to have their cooperation in ordering, stocking, and speeding up the sales of a product. Pull strategy is concerned with aiming efforts directly at customers to inspire them to ask the retailer for the product.

Smith (2012) discussed selecting the suitable techniques in promotional plans, which include: first, the nature of the target audience where the target group is expected to be loyal to the brand. Secondly, the nature of the products, which require sampling, demonstration, or multiple - item purchase. Thirdly, cost device where sampling to a larger market may be extremely expensive. The other point which Kerin (1992) gave emphasis to in regards to the advantages of sales promotion is that the short-term nature of these programs (such as a coupon or sweepstakes with an expiration date) mostly encourages sales for the time being. Providing a consumer with a value in terms of a cents-off coupon or discount may increase store traffic from consumer who are not store -loyal. Sales promotion cannot be the only reason for a campaign because the returns are often temporary and fall off when the deal is over. Advertising back up is needed to convert the customer who tried the product as a result of sales promotion into a long-term buyer. According to Keegen (2002), sales promotion talks about any consumer or trade program of definite period that brings about a real value to a product or a brand.

2.1.2.5 Public Relation/ Publicity

As Etzel (2010) stresses, Public Relations is a management tool applied to positively influence attitudes towards an organization, its products, and its policies. It is a frequently disregarded form of promotion. Management doesn't pay due attention to public relation because the organizational behavior is not responsible for the marketing department. It is normally managed by a small public relations department that is directly accountable to top management. Secondly, insufficient definitions which are used improperly by both businesses and the public organization; thirdly unrecognized benefits only recently have many organizations come to appreciate value of good public relations. As the cost of promotions have hiked up, firms have come to realize that positive exposure(publicity) through the media or as a result of community involvement can produce a high return on the investment of time and effort. Public relations is any form of commercially significant news item about organizations, goods, medium which the sponsor doesn't pay for. It is news transmitted in the media by the editor or reporter, and which has significant news value (Ayozie 2011). Public Relations is the management activity that forms and sustains mutually beneficial relationships between organizations and public (Cutlip, 2010).

Kerin (2009), states that public relations are a form of communication management which aimed at influencing the feelings, opinions or beliefs held by customers, potential customers, stock holders, suppliers, employees and other publics about a company and its products or services. Public relations are a non-personal way of communication that attempts to create an impact on the whole image of the organization and its products and services among its various stakeholder groups. The main purpose of PR is to attain customer loyalty, attract new customers, increase the purchase of the company's products or services, and boost the general acceptance of the company commands in the society. Public relations managers emphasize on communicating positive images about the organization, but they have to be in a position as well to reduce the undesirable impacts of a crisis.

According to Kotler (2006), there are several forms of publicity and they are: news release that is an announcement in regards to changes in the organization or product line, sometimes calls a press release and news conference, which involves meeting held for representatives of the media so that the organization can publicize major new events such as new products, technologies, mergers, acquisitions and special events (Kotler, 2006). Public relations is the management operation that establishes and maintains mutually beneficial relations between organizations and the public on whom its success or failure depends" (Cutlip, 2010). Sponsorship in Public relation provides

support for associating the organization's name with events, programs, or even people such as amateur athletes or teams and also it allows Public Service announcements. Many non-profit organizations rely on the media to donate time for advertising for contributions and donors.

2.1.3 Sales Performance

Sales performance is the extent of the quantity of products sold or services sold in the regular operations of an organization in a specified period. It is the amount of goods sold in number or quantity of units throughout the regular working times of an organization. Sales performance is the addition of number of aspects consists of returns, gross sales, delayed shipments, delayed billings and credit memos as defined by Haskell (1980). He gives the subsequent directory of sales activities for victorious salespeople: selling, entertainment, working with distributors, be present at meetings, working with orders, servicing goods, servicing accounts, training and recruiting, travel, communication/information. It is also mentioned that the performance procedures functioning at varied times are not greatly connected and the relations between various performance procedures are not powerful (Neema, 2017).

A different set of criteria mentioned by Campbell (1990) include 10 elements which are customer relations, sales volume and ability to achieve quotas and management of expense accounts, company knowledge and product understanding, customer information and competitor comprehension and time management and planning that are significant for sales performance. From an another point of view, his checklist can be successfully summarized to four mainly objective performance measures such as yearly sales volume, customer relations, profit growth and gross profit per sale. But, accomplishing significant outcome through higher sales growth, sales volume and profit is believed to be tricky for most companies, in that, customers often use price as quality signal. This makes it complicated to accomplish perception of both high quality and low price that have direct attitude with volume of sales, growth in sales and profit.

Al-Rfou (2015) conducted a study on Competition and Organizational Performance: Empirical Evidence from Jordanian Firms. The study surveyed 33 industrial firms listed at Amman Stock Exchange by the beginning of 2010. The result of multiple regression analysis indicated that the intensity of market competition had a positive strong effect on organizational performance of such companies. This result, however, is expected as Jordanian companies have faced intense competition lately due to attractive investment climate of Jordanian market. The study was a

quantitative approach study which aimed at industrial sector of Jordan hence further research can be conducted on other sectors in other countries since the results from the study cannot be concluded. Neema (2017) focused on the evaluation of the connection between competition and management accounting systems change and performance of companies.

The study carried out measurement samples with 120 questionnaires from accounting managers and experts in production companies accepted in Tehran stock exchange valuable papers and also the service companies of three foods, health and make up and dress companies. By using correlation and regression method, the research assumptions were tested. The result showed that change is the most effective factor between competition and company management. The results concluded that competition has a significant effect on company performance, strategic decisions, and technology selection and production quantities. The study was based on evaluation of competition which is one part of the micro environmental factors hence a study in other micro environmental factors useful. Sales Volume: The number of units sold within a reporting period.

Within a business, sales volume may be monitored at the level of the product, product line, customer, subsidiary, or sales region. This information may be used to alter the investments targeted at any of these areas. Sales Target: a goal set for a salesperson or sales department measured in revenue or units sold for a specific time or period. Setting up sales targets help keep firms sales team focused on achieving its goals. Sales Growth: The amount a company derives from sales compared to a previous, corresponding period of time in which the latter sales exceed the former. Sales growth is considered positive for a company's survival and profitability. It may result in increased dividends for shareholders and/or higher stock prices.

2.1.4 Marketing Communications and Sales Performance

Over \$245 billion was spent on advertising alone in the United States in 2003 (Hua, 2005). According to the report, a global accounting firm, the worldwide advertising spending rose to \$385 billion. They projected that spending is likely to exceed half a trillion dollars by 2010. A similar study conducted by Ernst & Young (1996) indicates that promotional expenditure on leading branded goods represent between 7 and 10 % of sales revenue. In spite of the enormous levels of spending, an important economic question is yet to be resolved: is there a significant relationship between marketing communications expenditure and sales as registered in volumes? Several years of academic research investigating this relationship and future demand has yielded inconclusive

findings. Much as promotion is considered necessary for the growth and survival of a business, its influence on a firm's budget cannot, but, be overlooked. Promotional expense thus can no longer be taken as just a current expense but rather an investment. If it is, then managers must ensure that the returns on such investments bear positively on their sales performance.

Armstrong (2005), states that during the past several decades, companies around the world have perfected the art of mass marketing –selling highly standardized products to masses of customers. In the process, they have developed mass media advertising techniques to support mass-marketing strategies. The shifted from mass marketing to targeted marketing, and the corresponding use of a larger, richer mix of communication channels and promotion tool, poses a problem for marketers. Customers do not distinguish between message sources the way marketers do. In the consumer mind, advertising messages from different media and different promotional approaches all become part of a single message about the company. IMC builds brand identity and strong customer relationships by tying together all the company's messages and images. Brand messages and positioning are coordinated across all activities and media. IMC calls for recognizing all contacts points where the customer may encounter the company, products and brands.

Each brand contact will deliver a message, whether good, bad or indifferent. The company must strive to deliver a consistent and positive message with each contact. IMC produces better communications consistency and greater sales impact –it unifies the company's image as it is shaped by thousands of company activities (Armstrong 2005). Kotler (2006), Companies must allocate the marketing communications budget over the six major modes of Communication – advertising, sales promotion, public relations and publicity, events and experiences, sales force, and direct marketing. Within the same industry, companies can differ considerably in their media and channel choices. Avon concentrates its promotional funds on personal selling, whereas Revlon spends heavily on advertising. Companies are always searching for ways to gain efficiency by replacing one communication tool with others. Many companies are replacing some field sales activity with ads, direct mail, and telemarketing. One auto dealer dismissed his five salespeople and cut his prices, and sales exploded. Companies are shifting Advertising funds into sales promotion. The sustainability among communications tools explains why marketing functions need to be coordinated. For example, a new Web site and a coordinated TV ad campaign targeting the greater Los Angeles area sparked record sales for Hawaii's Aloha Airlines, selling over one

million dollars' worth of tickets on one day. The TV ads were designed to create awareness for Aloha and drive traffic to the Web site, where the sale would be closed.

Neema (2017), however argued that customers need information about the features of the product or service, its price and how they can access it, to make informed purchase decision. Thus, if customers are able to get the necessary information about the product timely and adequately, they may feel that they are buying quality product or service. This means having good and effective marketing communication channels adds value to the product or service of the company as customers have confidence in the choice of products and services over competitors.

2.2 Empirical Review

Belch (2003) emphasized on the importance of IMC by outlining the very relevance of integrating promotional tools. They noted that by coordinating the marketing communications efforts of a company, one can avoid duplication, take advantage of synergy among promotional tools, and develop more efficient and effective marketing communications programs. By doing so, a company can maximize the return on its investment in marketing and promotion.

Advertisement strategies cannot single handedly influence sales performance (Subba, 1982). Advertisement strategy such as newspapers has very little impact on urban customers. Okyere (2011) concluded that there is an inverse relationship between TV advertisement and sales. This means that in circumstances where customers do not own TV sets or follow through with advertisement on TV, spending on such marketing communications basics may bring negative returns to the firm. The negative relationship between advertisement and sales performance does not mean that companies' advertisement strategy is not effective but rather for other reasons they cannot measure the effect of advertisement on sales performance since it has an indirect effect on performance. Other findings disagreed with the study findings by concluding that there is a strong positive significant relationship between advertisement and sales performance (Aliata, 2012, Perreault, 2000, Onditi, 2014 and Olufayo, 2012). Evren (2003) found that advertising plays a pro-competitive role, as an increase in advertising appears to lead to an increase in profitability. He also indicated that advertising is moderately effective in providing information, generating awareness and changing opinions. Kola (2010) also commented that advertising has moderate effect in providing information, creating awareness and changing attitude.

There is a positive relationship between publicity and sales performance of soft drink companies that is not statistically significant (Okyere, 2011) because unlike other promotional mix, publicity relies exclusively on the quality of content to influence others to get the message out. Ismail (2012), also concluded that there is a positive relationship between publicity activities and sales performance. However, this finding was in strongly supported with the conclusion made by Onditi (2014) conclusion implying that most companies do not suppose publicity can affect sales performance to a great extent and therefore very few companies invest in publicity activities. A study conducted by Shimp (2000) provides support that challenges, whether Olympic sponsorships, signify a good return on investment. The study reveals that stock values drop following announcements of Olympic sponsorship. The reason is that predictors do not find this to be a good financial investment.

According to Callen (2010) in marketing communication the message is first encoded to create an advertisement, or displaying sales presentation of the product then transmitted through a selected media or any other vehicle which can convey the message; when the recipient receives the message, the message is decoded whereby the receiver compares the message to the frame of reference and then knowledge, belief and feelings of the receiver is changed according to the message received. Then, the study concluded that the marketing message in an integrated manner has an influence on the sales performance of the business firms.

It was also found that there is a positive connection among sales promotion and performance (Okyere, 2011). They confirmed that sales promotion enhanced brand preference, which then improved brand performance thus high profits or performance. Peter (1998) concluded that sales promotion engages the push factors that speed up sales and the pull factors that influence customers to ask for certain products they seek to purchase. There is an undeniable relationship between sales promotion and total sales found that sales promotion strategies had the most powerful effect on sales revenue of retail stores. He also had comparable findings in their study on the effect of sales promotions on product sales and found that sales promotions considerably boosted sales revenue of Nestle. And (Sathish, 2011) commented that sales promotion positively influence marketing performance of a firm.

Hua (2015) studied the effect of promotional mix on sales growth. This study is done in three product line such as razor, soap and orange juice in Australia market to show marketing

communication and also to examine the proposed effects on sales growth. Advertising in some media are found with positive effect and TV advertising have more effect on providing sales volume in comparison with publishing advertising. The effect of promotion on brand equity was complicated and only large promotion with negative effect on sales growth is found. Eva (2007) investigated the effects of selected marketing communication mix on sales performing in mobile phone sector. Personal selling, sales promotion and advertising campaigns activities showed positive and significant effect on the sales volume. However, public relation and publicity were found to be no effect on sales performance.

Biruk (2012) conducted the study on the determinant factors of sales performance taking Ethiopian real estate companies by considering 305 respondents. The findings showed that sales promotion and personal selling had positive and significant effect. The effect was more pronounced than advertising and direct marketing. However, the response of the receiver will range from a simple awareness to actual purchase depending on the intensity of the message and the media used to give out the message. Hence after the response of the receiver, feedback can be measured using market research, sales volume or any other appropriate measure. Thus, the marketer will be able to measure if the message was received as intended to be a promotional idea in the marketer's mind and if it was successful. But, amidst the process of communication, a distraction can occur against competing messages which are categorized to be noise.

Marketing companies use assorted techniques of communication to support their offerings in turn to accomplish their advertising objectives under the marketing promotional mix. According to Kotler and Keller (2009), the marketing communications mix is consisted of five key elements, although other authors list more. These are: sales promotion, advertising, publicity and public relations, direct marketing, and personal selling. Kitchen (1994) conducted a study on marketing communication strategies to find out if they are a form of revolutionized concept which corrupts the consumers' minds with different things. Posters, packaging and sponsoring events all aim at increasing consumption of manufactured products. Davis (2014) study on effective communication strategies in a franchise company; a case of bakers' delight holdings Australia, was a case study and a survey where data was collected by quantitative questionnaire. Franchisee support for policies varied significantly. The study concluded that it is relevantly easy to communicate marketing messages and achieve sales goals to the franchisers than expecting them to respond to their own communication strategies.

The conclusion agrees with those of Onditi (2014) who concluded that companies have to develop creative marketing communication strategies, position and differentiate themselves in a way that positively affects their sales turnover. Peter (2011) concluded that promotional mix has significant effect on sales turnover when suitable choice of promotional mix will be chosen; it will completely improve the sale and enhance the good image of an organization. The finding also revealed that appropriate application of promotional mix will increase the market share and improve organization growth in the face of tough competition. Davis (2014) concluded that the more the trade promotion strategies are exploited, the higher the marketing performance of these firms hence the results support the finding by indicating that increase application of marketing communication strategies will result to increased sales performance of a firm.

In the work of Onditi (2014), who assessed the effects of IMC components on sales performance using primary data collected through questionnaire administered to 105 managers working in the selected Pakistan real estate industry. The data was analyzed through the descriptive statistical technique by using the graph and Pearson Bivariate Correlation Matrix and regression analysis. The result revealed that IMC positively affect sales performance. This study assessed the effect of IMC from the developers' side rather than the demand side where a customer who is a direct target of IMC request for the product.

In the same way, Peter (2011) pointed out the basic advantages of a strategic approach and functioning of the integrated marketing communications (IMC) concept in real estate companies in the Republic of Serbia. With a sample of databases using the survey method, estimated results based on 42 samples indicate that the strategic approach to IMC concept lead to a positive impact on companies' sales performance. However, a large number of companies in the country (Serbia) continues to rely more on traditional forms of marketing communication. Thus, there is the need for empirical research on why or not some firms may abandon implementation of IMC in a world where customers are the only economic and social justification for business existence. Moreover, IMC have strategic implications on firms' ability to compete favorably in the market, particularly in the real estate industry where developers offer similar products to homogeneous customers.

Likewise, Davis (2014) explored the incorporation of social media (SM) within the organizations' marketing communications. The authors drew on grounded theory methodology to conduct an in-depth interview with senior marketers for the first phase of data collection which guides the other

two- phases of data collection within the real estate business sector of the Australian economy. The study found out that integrating implementation solution would allow IMC to leverage on social media unique strengths into marketing capabilities. However, none of the existing three sequential decision-making models provides a major implementation emphasis essential for SM integration within IMC. This further exposed the need to integrate different marketing and promotional tools in the organizations' communication with stakeholders in order to avert the negative consequences of failure and to implement effective IMC in the firms' competitiveness.

2.2.1 Summary and Gaps to be Filled

From the literature review it is possible to summarize that the integrated marketing communication will boost sales performance in a given good/ service industry in regards to the theory of reasoned action. It focuses on social behavior at the level of individual decision making for the reason that every customer has to make a decision and purchase a product.

Several researchers (Ismail, 2012; O'Guinn, 2006 and Hossein and Navaie, 2011) have made a tremendous effort to carry out a research on marketing communication mix in connection with the sales outcome of the decisions making. It is true that there is an essential affirmative link between marketing communication mixes but there are a lot of factors which lead to the decision to use a specific communication mix. And hence, it is compulsory for marketers and marketing managers have to be very strategic in choosing their marketing mix.

It is absolutely clear that marketing communication mix identifies the business's strategy for product information dissemination and brand awareness development. As a result, devising a successful marketing communication mix with one or more marketing communication elements is a very essential part in marketing activities (Tindall, 2012). A great deal of researches have been done in connection with the relationship between marketing communication strategies used in a brand or product line and the outcome on the sales volume or performance of a product in the market. Following the researches, results indicate that there is a significant connection between marketing communication and sales performance; marketing communication tools help firms to access target current and potential customers and persuade them to purchase their products.

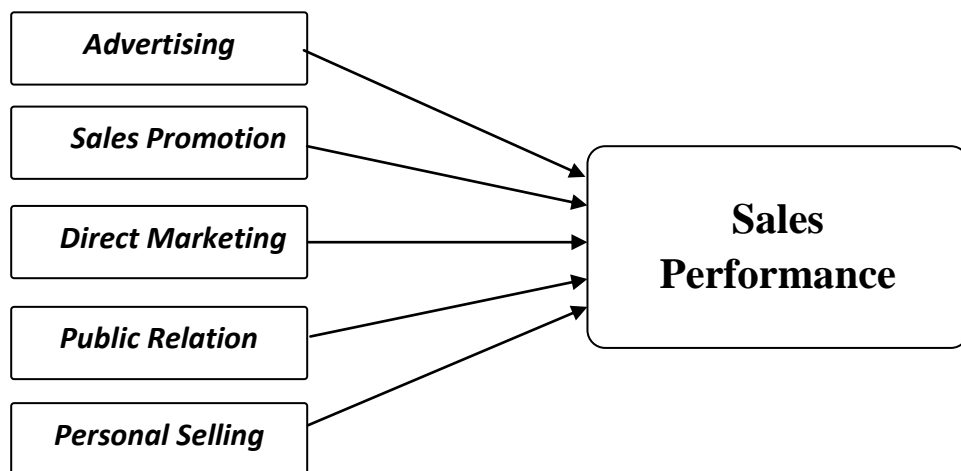
Nevertheless, the impact of various marketing communication mixes in which the planned marketing message imparted effectively and efficiently regarding real estate has been disregarded. Besides, the impact of such marketing strategies on sales performance in developing and under-

developed countries' context has not been given a due consideration. The studies haven't shown the independent relationship between marketing communication strategies and sales performance. What is more, they did not analyze the general effects of the above-mentioned characteristics of the marketing communication strategies in an organized fashion on the sales performances of real estate industry in countries relatively with lower economic status.

This is an indication of inappropriate promotional budget allocation, insufficient outcomes or return on investment and wastage of both financial and material resources unnecessarily. From this fact, conducting researches on determining the effect of integrated marketing communication operations on sale promotion in the context of evolving real estate industries in developing countries where the market potential or opportunity is untapped sufficiently yet is necessary. In this regard, this study is concerned with bridging the gap by adding its useful contribution to the existing body of knowledge.

2.3 Conceptual Framework

Based on the aforementioned theoretical and empirical reviews, the conceptual framework is extracted as illustrated on the figure below. Marketing communication in an integrated manner enhances the sales performances of business firms. In this regard, the promotional tools namely advertising, sales promotion, personal selling, public relations and direct marketing are taken as independent variables while sales performance as dependent variable of the study.



(Source: Neema, 2017)

Figure 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter concentrates on the scope of methodological procedures employed in this study. It includes research design, sample design procedures, data collection instruments, data collection procedures, data analysis techniques, reliability and validity test of data collection instrument and ethical considerations.

3.1 Research Design

In order to address the research gap identified and meet the specific objectives, descriptive and explanatory research designs are employed. The former is concerned with describing the characteristics of a particular individual, group or events and the researcher has no control over the variables but could only report what has happened or what is happening. Explanatory design, the latter, seeks to establish cause-and-effect relationships. Its primary purpose is to determine how events occur and which ones may influence particular outcomes (Kothari, 2004). They are characterized by research hypotheses that specify the nature and direction of the relationships between or among variables being studied. The reason of using this method was to study the relationship between the stated dependent and independent variables of the study.

3.2 Research Approach

There is a tendency to divide research into qualitative and quantitative based on type of data utilized as the criterion for classification. Qualitative research involves studies that do not attempt to quantify their results through statistical summary or analysis. It seeks to describe various aspects about behavior and other factors studied in the social sciences and humanities. The data is often in the form of descriptions, not numbers; whereas, quantitative research is a systematic and scientific investigation of quantitative properties and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of an attribute (Abbey, 2009). Therefore, both quantitative and qualitative approaches are applied in this study to get insight to the nuances of the process for best selection of methodology tools that fitted best to the respective stages undertaken along the research process.

In light of the explanatory research undertaken descriptive and inferential analysis was employed. The former was used to describe respondents' demographic characteristics and their perceptions towards the implementation of respective marketing communications in terms of advertising, direct marketing, sales promotion, personal selling and public relations; while the latter was used to analyze the relationship of independent variables (IMC) with level of sales performances.

3.3 Population

A target population is the entire group of people or entities that the researcher is interested in and for which the researcher wishes to draw conclusions (Kothari, 2004). According to Ethiopian Investment Agency, EIA (2018), the industry constitutes a total of 559 registered real estate developers in the country of which the majority 505 (90.3%) domestic but the rest 54 (9.7%) are owned by foreign direct investors ventured jointly with some domestic developers. In terms of their geographical orientation, 413 (73.9%) registered domestic developers are located in Addis Ababa while the remaining are in different regional states (Addis Ababa City Council Land Development Authority (AACLDA), 2018). Among 413 (73.9%) registered domestic developers in Addis Ababa, 357 (86.4%) are under implementation phase but the rest 56 (13.6%) are actively in operation. Among them, top ten renowned real estate companies namely Gift, Noah, Ayat, Ropack, Sunrise, Tsehay, Eney, Flintstone, Sunshine, Zenebe Frew with credible reputation are taken as a population in which the target respondents are selected (EIA, 2018). A total of 644 sales and marketing personnel are currently enrolled in the aforementioned 10 companies are taken as the target population (Ethiopian Revenue and Custome Authority, 2020).

3.4 Sampling Technique

Since probability sampling technique is preferable to select the respondents from the targeted study population so as to enable to generalize the results of the findings to the entire population parameters based on sample statistics (Saunders, 2004). However, it was difficult or impractical to get the randomly selected respondents for the fact that most of the sales personnel were on duty (field assignment) during their office hours. Therefore, Convenience non-probability sampling method was more effective in order to contact each respondent until the calculated sample size was attained.

3.5 Sampling Size

Determining sample size is very important issue because samples that are too large are uneconomical while too small samples may lead to inaccurate results. When the size of population is known the sample size is calculated based on Yemane's (1967) formula for proportionality of sample for known population. Accordingly to since the exact total population is known, the sample size determination formula is used to estimate the sample size. The formula is:

$$n = \frac{N}{1 + Ne^2} = \frac{644}{1 + (644 * 0.05^2)} = 246.7 \cong 247$$

Where: n = required sample size; N = Total Population; e = Tolerable error (0.05)

However, the response rate would be lower than expected due to COVID-19 debacles. To compensate the non-responses, 20% of the calculated (n) sample size was added in order to collect the representative sample size as calculated. Therefore, a total of 296 (=1.2*247) questionnaires would be distributed to the targeted respondents.

3.6 Source of Data

Data collection involves gathering of relevant and important data used for conducting a particular research work (Arbnor, 1994). It is the basis for acquiring data and can be collected in two ways which are; primary data and secondary data. Primary data consists of all the data collected throughout the study that can be directly related to the study purpose, both personally gathered as well as data from a third party that has been collected with equivalent purpose. Secondary data on the other hand, contains relevant data that has been collected for a different purpose, but from which the conclusion is valuable for the purpose. For this study used primary data collected from sales and marketing personnel were used for analysis.

3.7 Data Collection Instruments

This study was mainly intended to carry out using quantitative data. Quantitative data of IMC attributes were collected through close-ended questionnaire based on Aaker's model. Assessing and collecting data was not an easy task as the researcher tries to collect the data from different respondents residing at different companies in Addis Ababa. In addition to English language, a local language (Amharic) questionnaires were offered as option. The questions enabled the participants to express their opinion on the effectiveness of IMC on the enhancement of sales performances in terms of target, volume and growth. Questionnaires are prepared which contain

only closed ended questions, and distributed to the targeted respondents to self-administer. It is prepared by reviewing literature related to the objectives of the study and has three parts such as respondents' demographic profile, IMC dimensions and overall sales performances.

3.8 Data Collection Procedure

The research was conducted in person for the fulfillment of academic requirement. A total of 30 questionnaires were distributed to pretest the validity and reliability of the scaling instrument. Then once confirmed their validity and reliability, the questionnaire was distributed to the targeted respondents at selected real estate companies as per the convenience of the student researcher. Respondents filled the questionnaires accordingly after having their full consent and briefed its purpose. A sum of 296 responses was expected from their respective sales and marketing employees.

3.9 Reliability and Validity

3.9.1 Validity

The validity of test reveals the degree to which a measuring instrument measures what it is intended to measure (Saunders, 2004). The validity of the research instrument is determined by the amount of build in error in measurement. Copies of the survey was made accessible to experts in this study such as advisor for comments and opinions so as to create validity in terms of contrast, content, criterion and readability in order for making it suitable for the objectives of the study. Areas considered irrelevant to the study are removed while others are collected and added. Content and face validity are also used in determining the validity of the research. The researcher ensured validity of the study by pre-testing with questionnaires to correct any ambiguity in the questions when detected and also by asking clearly stated questions to the respondents.

3.9.2 Reliability

According to Mugenda (2003) reliability is the ability of a research instrument to produce consistent results after repeated trials. According to Nachmias (2004) reliability refers to the degree to which a measuring instrument includes variable errors that appear variably from observation to observation during any one measurement attempt or at the same measuring instrument. It can be considered as a means of assurance for accurate coding and numbering to the subjects. A reliability computation is also used to compute mean reliability coefficient estimates for Cronbach Alpha with a significance level of $p \leq 0.05$. The use of Cronbach Coefficient to

measure reliability of instrument enabled to identify the strength of items included in the questionnaire such that measure between 0.7 and 1.0 signifies a strong consistency of item used in questionnaire (Mugenda, 2003). However, the acceptable Alpha value that meets the statistical prerequisite for the instrument to be characterized as reliable should be between 0.70 and 0.9 as the value more than 0.9 could be an implication of redundant variables measuring same subject. The Alpha score for the questionnaires fall within the given range, the data collection instrument would be taken as the suitable tool for conducting data analysis due to its capability of producing stable and consistent results (Travakol, 2011).

3.10 Empirical Model

The study uses multi-regression analysis models for addressing the research objectives drawn from the conceptual framework. Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent (Kothari, 2004). Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. Multiple linear regressions are conducted to identify the relationship and to determine the most dominant variables that influence the sales performances of the real estate companies. To evaluate the relation between IMC and Sales Performance dimensions, the multi-regression analysis model is depicted as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where: Y = Overall Sales Performances; X₁ = Advertising; X₂ = Sales Promotion; X₃ = Direct Marketing; X₄ = Personal Selling; X₅ = Publicity; e = error term; β₀ = constant, term; β_{1, 2, 3, 4, 5} = coefficient terms of Advertising, Sales Promotion, Direct Marketing, Personal Selling and Publicity respectively.

3.11 Data Analysis Techniques and Presentations

Both descriptive and inferential statistics were used to analyze the quantitative data gained through structured questionnaire. All the variables were coded and entered into the SPSS to analyze data obtained through questionnaires. Descriptive statistics is used to describe the usefulness of the data set and examine relationships between variables. In order to describe the data, preliminary descriptive statistics such as frequency, percentages, mean scores and standard deviation were computed. To view the internal consistency of the scale items, Cronbach coefficients (alpha) was

computed. Multiple regression analysis was performed using the four IMC dimensions as independent variable and sales performance as dependent variable. The basic aim was to see the extent to which the IMC practices was affected by overall sales performance (R^2 value), the regression coefficient (Beta coefficient) and the P-values for the significance of each relationship. Correlation coefficients were also used to quantitatively describe the strength of the association between the variables. According to Hair (2016) the Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 to +1.00, with 0 representing absolutely no associate on between the two variables.

3.12 Ethical Considerations

It is important to consider ethical principles when conducting a business research. Ethical issues are categorized into four different types: harm to participants, lack of informed consent, invasion of privacy and deception (Bryman, 2011). In this study, there are descriptive questions about the respondent's' age and gender but this information is not enough to identify the person. The second ethical principle to consider is the lack of informed consent. The third ethical principle concerns the invasion of privacy. In this study the respondent has the opportunity to skip a question if it is judged sensitive. Furthermore, this study is not of a sensitive nature which enhances the respondents' willingness to answer. The fourth ethical principle refers to deception which occurs if respondents are led to believe that a research is about something else than what it is. After taking these ethical principles into considerations and fully live up to the requirements, it can be classified as ethical.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

This chapter includes the data analysis, interpretation and presentation of the results. The analysis comprised of both descriptive and inferential statistics in which the former describes the demographic profile of respondents, analysis of responses under each attributes; whereas the latter includes scale reliability test, correlation and multiple regression analysis.

The data collected through self-administered questionnaire featured personal information of the respondents, five dimensions of integrated marketing communication, and sales performance attributes of sales performances of real estate companies. After distributing 296 questionnaires to sales representatives of ten selected real estates in Addis Ababa, 252 questionnaires were collected. The response rate accounted for 85.1% of the total distributed questionnaires, then, screened for the collected questionnaires for missing data and other inconsistency, it was found 241 valid and usable questionnaires for statistical analysis. The responses further screened for error correction and then encoded to SPSS 22.0 accordingly to make them suitable for data analysis. After carrying out all the required data preparation, then carried out the analysis and the findings are presented as follows. SPSS 22.0 is used to organize and prepare the collected data for analysis; assess the measurement validity and reliability; and analyze the multi-regression model enables researchers to test a set of factors simultaneously. Finally, the proposed research hypotheses were tested according to the results from the regression model analysis. Finally, the proposed research questions were addressed based on results from the regression model analysis.

4.1 Descriptive Statistics

The descriptive statistics is used to describe the demographic characteristics of the respondents and the summary of each study variables based on their responses.

4.1.1 Demographic Characteristics of the Respondents

The first part of the questionnaire consists of the demographic characteristics of respondents. This part of the questionnaire requested a limited amount of information related to personal and demographic status of the respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table. These variables include; sex, age, education, job title and service year of the respondents.

Table 4.1 Demographic Characteristics of Respondents

| Characteristics | Category | Frequency | Percent (%) |
|--------------------------|---|------------|---------------|
| Sex | Male | 167 | 69.3% |
| | Female | 74 | 30.7% |
| | Total | 241 | 100.0% |
| Age | 21 – 30 years | 116 | 48.1% |
| | 31 – 40 years | 88 | 36.5% |
| | 41 – 50 years | 31 | 12.9% |
| | 51 – 60 years | 6 | 2.5% |
| | Total | 241 | 100.0% |
| Education | Diploma | 4 | 1.7% |
| | Degree | 199 | 82.6% |
| | Masters | 38 | 15.8% |
| | Total | 241 | 100.0% |
| Job Title | Marketer | 43 | 17.8% |
| | Sales Person | 103 | 42.7% |
| | Freelancer | 77 | 32.0% |
| | Others | 18 | 7.5% |
| | Total | 241 | 100.0% |
| Service Year | 1 – 5 years | 131 | 54.4% |
| | 6 - 10 Years | 83 | 34.4% |
| | Above 10 Years | 27 | 11.2% |
| | Total | 241 | 100.0% |
| Preferred Media | Broadcast (TV/Radio/Billboards) | 113 | 46.9% |
| | Sponsorship of events | 35 | 14.5% |
| | Website (social media/Telephone/mail | 51 | 21.2% |
| | Publication (fliers/magazines/brochures | 24 | 10.0% |
| | Physical presentations | 13 | 5.4% |
| | Others | 5 | 2.1% |
| | Total | 241 | 100.0% |
| Targeted Audience | Diaspora | 144 | 59.8% |
| | Domestic Buyers | 69 | 28.6% |
| | Foreigners | 28 | 11.6% |
| | Total | 241 | 100.0% |

(Source: Own Survey, 2020)

Referring Table 4.1, from the total respondents, female respondents constituted the highest percentage 167(69.3%) while their male counterparts share the rest 74(30.7%). This implies that real estate companies preferred more of female sales and marketers to promote their sales performances.

Regarding the age group, majority 126(48.1%) was found to be within the age range of 21-30 years followed by 88(36.5%) within 31-40 years. Whereas those respondents whose age fall within 41-50 years and 51-60 years' ranges belonged to 12.9% and 2.5% respectively. This also implies that young and middle age sales staffs which good opportunity for the companies as they are assumed to be more productive than elders.

Regarding the educational background of the respondents, the majority 199(82.6%) has first degree but the rest 38(15.8%) Masters' degree and Diploma holders found the least 4(1.7%). It implies that majority of the respondents are well educated to demonstrate their marketing and sales skills into practices for the betterment of the companies' performance.

Those who have marketer job title represents 43(17.8%) preceded by sales persons 103(42.7%), freelancer 77(32.0%), and others 18(7.5%). It indicates that having employed more sales persons helps the companies to increase their sales volumes but accompanied by freelancers may also minimizes their overhead costs to a certain level.

It was also found that more than half, 131(54.4%), of the respondents have served their respective companies less than five years while 83(34.4%) from 5-10 years and the rest 27(11.2%) served for more than 10 years. it implies that majority of the sales and marketing sales forces are less experienced or stayed in their respective companies for shorter periods. Having less experienced staffs may affect the overall performances as their effectiveness is believed to be relatively lower than employees with better experiences.

It is believed that Broadcasting media (TV/ Radio/Billboard) are most preferred promotional tool by 113(46.9%) of the respondents followed by 51(21.2%) and 35(14.5%) voted for website (Social media/Telephone/Mail) and event sponsorship respectively. Publication was chosen by 24(10.0%) while Physical presentation by 13(5.4%) and other tools by only 5(2.1%) of the sales workforces. This implies that majority of the sales and marketing staffs preferred to promote through paid advertising media to persuade their potential customers. Moreover, majority 144(59.8%) targeted the Ethiopian diaspora while 69(28.6%) domestic buyers; and the rest 28(11.6%) pursued foreigners

to buy their products. It can be taken as a good indication that targeting diasporas are more sensible as they have relatively better capability to afford.

4.1.2 Description of Study Variables

The study investigated the promotional mix that affects the sales performance of selected real estates. Based on sales staff's perception, the practices of marketing communication (such as advertising, public relation, direct marketing, personal selling and sales promotion), and overall sales performance attributes are analyzed and presented. To compare the respondents' perception towards the variables, descriptive statistics of mean and standard deviation are used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements. According to Best (1987), the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.80; disagreed within 1.81 – 2.60; neither agreed nor disagreed within 2.81 - 3.40; agreed if it is in the range of 3.41 – 4.20; while strongly agreed when it falls within 4.21 – 5.00. In addition, standard deviation shows the variability of an observed response. Below, the results are discussed one by one.

4.1.2.1 Integrated Marketing Communication Tools

4.1.2.1.1 Advertising

Advertising is a method of presenting message to persuade an audience to purchase or take some action upon products, ideals, or services (Keller, 1991). In this case, any paid form of non-personal presentation of ideas about the products (both residential and commercial buildings) in the media by their respective real estates. Referring this perspective, the respondents' perception is analyzed as shown on Table 4.2.

Majority of the respondents strongly believed that advertising campaigns increased their sales volume (mean 4.39). Meanwhile, limiting the frequency of advertising by broadcasting only when the time was appropriate to address the intended marketing message helped them minimize their costs (mean 3.71) results in maximizing profit and enabled them to reach their respective sales target (mean 3.64). Whereas, they were neither agreed nor disagreed whether media advertising expanded their sales by attracting new customers (mean 3.42) but they believed that it improved the overall sales performance of their companies (mean 3.85). The grand mean score (3.80) indicates that majority of the respondents agreed that advertising has the major role of enhancing the sales performances.

Table 4.2 Descriptive Statistics of Advertising

| Attributes | N | Mean | Std. |
|---|------------|-------------|--------------|
| Broadcast Advertising campaigns increased our sales volumes | 241 | 4.39 | 0.316 |
| Advertising on printed media enabled us to reach our sales target | 241 | 3.64 | 0.522 |
| Frequent advertising costs are minimized by doing it so timely | 241 | 3.71 | 0.417 |
| Media advertising expands our sales by attracting new customers | 241 | 3.42 | 0.551 |
| Advertising improves our overall our sales performance | 241 | 3.85 | 0.529 |
| Average | 241 | 3.80 | 0.467 |
| Valid N | 241 | | |

(Source: Own Survey, 2020)

4.1.2.1.2 Sales Promotion

Sales promotion is marketing activities that provide extra value or incentives to the sales force, the distributors, or the ultimate consumer and can stimulate immediate sales (Keller, 1991). In this regards, the perception of the respondents on real estate sales promotion is described as follows.

Table 4.3 Descriptive Statistics of Sales Promotion

| Attributes | N | Mean | Std. |
|---|------------|-------------|--------------|
| Low cost gifts motivates customers to purchase our product | 241 | 2.14 | 0.460 |
| Sales discount during holiday events attracts new customers | 241 | 4.17 | 0.513 |
| Loan facilitation with banks promotes our sales volume | 241 | 4.29 | 0.421 |
| Event-organization helps us reach our sales target easily | 241 | 3.83 | 0.535 |
| Timely placement of sales promotion activities enhances our sales | 241 | 3.90 | 0.404 |
| Average | 241 | 3.67 | 0.467 |
| Valid N | 241 | | |

(Source: Own Survey, 2020)

The results showed that majority of the respondents strongly agreed that accessing bank loan facility (mean 4.29) motivated potential customers to buy the real estate houses. Similarly, offering short term holiday discounts (mean 4.17); timely placement of sales promotion (mean 3.90); and hosting different events to promote their products (mean 3.87) attracted more potential customers and increased their sales volumes. However, they didn't believe that provision of low-cost gifts (mean 2.14) motivated customers to purchase their products. The average score value of overall sales promotion practices (mean 3.67) indicates that sales promotion improves their sales but it has

an implication that further improvement of their sales promotion strategies is required to enhance or achieve their sales targets.

4.1.2.1.3 Direct Marketing

Organizations communicate directly with target customers to generate a response and/or a transaction. It involves a variety of activities, including database management, direct selling, telemarketing, and direct response ads through direct mail, internet, and various broadcast and print media (Keller, 1991). The result is analyzed and presented as follows.

Table 4.4 Descriptive Statistics of Direct Marketing

| Attributes | N | Mean | Std. |
|---|----------------|------------|-------------|
| Contacting customers through their personal mails persuades them to purchase | 241 | 2.86 | 0.463 |
| Reminding potential customers via social media increases our sales volume | 241 | 3.77 | 0.513 |
| Updating new information influences our customers to purchase our products | 241 | 3.94 | 0.421 |
| Interactive communication facilitates our customers' decision to purchase | 241 | 3.83 | 0.635 |
| Frequent messages sent to customers via their personal phone promotes our sales | 241 | 3.71 | 0.644 |
| | Average | 241 | 3.62 |
| | Valid N | 241 | |

(Source: Own Survey, 2020)

Direct marketing practices of the real estates was perceived positively for majority of the respondents agreed that updating information about new product innovation (mean 3.94), interactive communication (mean 3.83), and reminding them through social medias (mean 3.77) persuade potential customers to purchase. Besides, clear message sent to customers via their personal phone promoted their sales (mean 3.71) while contacting them through emails didn't help as expected (mean 2.86). The overall perception of sales forces on companies' direct marketing practices were found to be slightly positive (Mean, 3.62) which indicates that the real estates have a lot to do on accessing more media to create one-to-one interactive communication channel with the customer that remind them the products of which a given firm is offering.

4.1.2.1.4 Personal Selling

Personal selling is a form of person-to-person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company's product/ service or to act on an idea. The personal, individualized communication in personal selling allows the seller to tailor the

message to the customer’s specific needs or situation (Keller, 1991). In this case, the analysis of the data collected on personal selling practices of the real estate firms are presented as below.

Table 4.5 Descriptive Statistics of Personal Selling

| Attributes | N | Mean | Std. |
|--|------------|-------------|--------------|
| Direct personal contact to prospective customers improves our sales volume | 241 | 4.31 | 0.409 |
| Frequent visit to prospective customers enable us to attain our sales target | 241 | 2.75 | 0.644 |
| Creating friendly relationship with prospective customers increases our sales | 241 | 3.92 | 0.576 |
| Sincerity of salespersons influences prospective customers to purchase our products | 241 | 4.17 | 0.395 |
| Sales staff ability to instill confidence in potential customers enhances our sales growth | 241 | 4.22 | 0.555 |
| Average | 241 | 3.87 | 0.516 |
| Valid N | 241 | | |

(Source: Own Survey, 2020)

Majority of the respondents have strongly believed that direct personal contact to prospective customers (mean 4.31), sincerity of salespersons (mean 4.17) and ability to instill confidence (mean 4.22) on prospective customers improved their sales volume or helped them attain sales target. Similarly, sales staffs agreed that creating friendly relationship with customers increased sales (mean 3.92) but didn’t believe that frequent visit of customer helped them attain the intended sales target (mean 2.75). The overall mean scored value (grand mean, 3.87) of personal selling practices was perceived positively for the fact that sales staff personal competence and direct contact of the prospect customers have influence on improvement of sales. This implies that real estate buyers seem to demand a skilled sales representative to answer all their inquiries and instill confidence on them.

4.1.2.1.5 Public Relations

Public Relation is considered as the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest, and executes a program of action to earn public understanding and acceptance (Keller, 1991). In this regard, the responses of sales staffs were analyzed and presented as follows. The results revealed that majority of the respondents agreed on public relations managers exerted efforts to improve the bad image of real estate companies (mean 3.78), building good relationship with potential customers (mean 3.63), and dissemination of reliable information through their respective public relations (mean 3.59) resulted in rising their sales and profitability as well. On the other hand, they

took neutral stand regarding whether printed publications improved their sales growth through time (mean 3.04). The overall public relations/ publicity practices of the real estate companies were perceived slightly positive (Grand mean, 3.51) which implies that majority of the respondents had some doubts on its influence on their sales performance. It means that the concerned managements were not implementing it in the direction that would result into positive impact to their respective organizations.

Table 4.6 Descriptive Statistics of Public Relations/ Publicity

| Attributes | N | Mean | Std. |
|---|------------|-------------|--------------|
| Our printed publications improves our sales growth through time | 241 | 3.04 | 0.399 |
| Dissemination of reliable information through public relation raises our profitability | 241 | 3.59 | 0.602 |
| Our public relations exerted efforts to improve the bad image of real estate companies enabled us to enhance our sales volume | 241 | 3.78 | 0.286 |
| Managers try to build good relation with customer to influence their buying decision | 241 | 3.63 | 0.475 |
| Average | 241 | 3.51 | 0.441 |
| Valid N | 241 | | |

(Source: Own Survey, 2020)

4.1.2.2 Sales Performance

Sales performance is the extent of the quantity of products sold or services sold in the regular operations of an organization in a specified period. It is the amount of goods sold in number or quantity of units throughout the regular working times of an organization (Haskel, 1980).

Table 4.7 Descriptive Statistics of Sales Performance

| Attributes | N | Mean | Std. |
|---|------------|-------------|--------------|
| Advertising through alternative media results to boost our sales volume | 241 | 3.81 | 0.508 |
| Carrying out different event organization resulted to boost our sales target | 241 | 3.69 | 0.601 |
| Preferred mode of publicity for our products has improved our sales growth | 241 | 3.45 | 0.574 |
| Frequent contact of our prospect customers via their contacts increases our sales | 241 | 3.94 | 0.475 |
| Creating friendly relationship with our prospect customers helps us make more sales | 241 | 4.07 | 0.530 |
| Average | 241 | 3.79 | 0.530 |
| Valid N | 241 | | |

(Source: Own Survey, 2020)

Table 4.7 presents responses on descriptive information on sales performance as below. Referring mean values, majority of the respondents strongly agreed that creating friendly relationship with

prospective customers helps them make more sales (mean 4.07). While they also agreed on frequently contacted the customers through their personal contacts (mean 3.94), advertising through alternative medias (mean 3.81), and carrying out different event organizations (mean 3.69) improved their sales performances in terms of volume, target and growth. Overall sales performance was perceived positively (grand mean 3.79) which implies that promotional mix activities of real estate companies enhanced their sales through implementation of different promotional tools.

4.2 Inferential Statistics

Inferential statistics uses sample measurements of the subject and make generalization about the larger population. It comprises different test such reliability test of data collection instrument, correlation analysis among variables and assumption of data test for their suitability or fitness to the intended regression analysis model. Finally, the multi-regression analysis was conducted to address the objectives of this study.

4.2.1 Reliability Test

Reliability of the data collection instrument involves the consistency of the result obtained with the instrument. Cronbach's alpha was used to assess the internal consistency of variables in the research instrument. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale; it represented as a number between 0 and 1. Scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability (Zikmund, 2010). Thus, for this study, a Cronbach's alpha score of .70 or higher is considered adequate to determine reliability.

Table 4.8 Reliability Test

| | N | Cronbach's Alpha |
|--------------------------------|-----------|------------------|
| Advertising | 5 | .819 |
| Sales Promotion | 5 | .777 |
| Personal Selling | 5 | .710 |
| Direct Marketing | 5 | .752 |
| Public Relations/Publicity | 4 | .801 |
| Overall Promotional Mix | 24 | .783 |
| Sales Performance | 5 | .827 |
| Total | 29 | .799 |

4.2.2 Multiple Regression Assumption Tests

Multiple regressions are an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are normal p-plot test Multicollinearity, Multivariate Normality and Homoscedasticity.

4.2.2.1 Multicollinearity

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are Multicollinearity, there is “overlap” or sharing of predictive power. Thus, the impact of Multicollinearity is to reduce any individual independent variable’s predictive power by the extent to which it is associated with the other independent variables. “Tolerance” and “variance inflation factors” (VIF) values for each predictor is a means of checking for Multicollinearity. Tolerance value below 0.1 and VIF value above 10% indicate a Multicollinearity problem, (Robert, 2006). In this study, it shows that the collinearity statistics analysis of variance inflation factors (VIF) value ranges from 1.043 to 1.141 and Tolerance value ranging with 0.876 to 0.959 indicated that there was no collinearity problem. This could be taken as a confirmation that there were no multi-collinearity problems to proceed for regression analysis. That means when the independent variables in this model were highly related with one another, they would have been mainly measuring the same thing or convey essentially the same information.

4.2.2.2 Homoscedasticity

The normal Q-Q chart plots the values you would expect to get if the distribution were normal (expected values) against the values actually seen in the data set (observed values). The expected values are a straight diagonal line, whereas the observed values are plotted as individual points. If the data are normally distributed, then the observed values (the dots on the chart) should fall exactly along the straight line (meaning that the observed values are the same as you would expect to get from a normally distributed data set). Any deviation of the dots from the line represents a deviation from normality. So the Q-Q plot of the all variable considered in this study looks like a straight line with a wiggly snake wrapped around it then it showed little deviation from normality.

4.2.2.3 Multivariate Normality

To check that a distribution of scores is normal, it needs to look at the values of Kurtosis and Skewness. Both of which have an associated standard error. The values of skewness and kurtosis

should be zero in a normal distribution. Positive values of skewness indicate a pile-up of scores on the left of the distribution, whereas negative value indicates a flat distribution. The further the value is from zero, the more likely it is that the data are not normally distributed. Both of which have an associated standard error. However, the actual value of skewness and kurtosis are not, in themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0 and standard deviation of 1.0.

As presented in Table 4.9, except Training and development, all motivation dimensions' z-scores skewed to the right side but was found to be within acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -3.0 to 3.0). Therefore, it is pretty clear then that the numeracy scores are negatively skewed, indicating a pile-up of scores on the right of the distribution.

Table 4.9 Normality Test

| | N | Min. | Max. | Mean | Std. Dev. | Skewness | | Kurtosis | |
|----------------------------|------|------|------|------|-----------|-----------|------------|-----------|------------|
| | Stat | Stat | Stat | Stat | Stat | Statistic | Std. Error | Statistic | Std. Error |
| Advertising | 241 | 2 | 4 | 3.80 | .467 | -.944 | .140 | 1.133 | .280 |
| Sales Promotion | 241 | 1 | 4 | 3.67 | .507 | -1.182 | .140 | 0.843 | .280 |
| Personal Selling | 241 | 2 | 4 | 3.87 | .516 | .028 | .140 | 1.094 | .280 |
| Direct Marketing | 241 | 2 | 4 | 3.62 | .535 | -1.113 | .140 | .803 | .280 |
| Public Relations/Publicity | 241 | 1 | 4 | 3.51 | .441 | -1.108 | .140 | 1.137 | .280 |
| Sales Performance | 241 | 2 | 4 | 3.79 | .530 | 0.821 | .140 | 0.244 | .280 |
| Valid N | 241 | | | | | | | | |

(Source, Own Survey, 2020)

4.2.2.4 Correlation Analysis

This study employs correlation analysis, which investigates the strength of the relationships between the studied variables. Pearson correlation analysis was used to provide evidence of convergent validity. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 + 1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo and Festinger, 2005). To interpret the direction and strengths of relationships between variables, the guidelines suggested by Field (2005) is classified as the correlation coefficient (r) refers 0.10 – 0.29 is weak; 0.30 – 0.49 is moderate; and ≥ 0.5 is strong.

Table 4.10 below shows the correlation between the five dimensions of promotional mix and overall sales performance. The results of the relation test show that there is a positive and significant relationship between promotional mix dimensions and sales performance attribute. Advertising ($r = 0.577$), Sales Promotion ($r = 0.691$), Personal Selling ($r = 0.474$), Direct Marketing ($r = 0.241$) and Public Relation/Publicity ($r = 0.327$) with overall sales performance. However, amongst independent variables it was found insignificant relations between Advertising and public relations ($r = 0.92$); Advertising and Sales promotion ($r = 0.417$); sales promotion and direct marketing ($r = 0.081$); and direct marketing and personal selling ($r = 0.104$). In summary, except Direct Marketing, the relationship between other promotional mix dimensions and overall Sales Performance has a significant and positive strong relationships.

Table 4.10 Relationships between Promotional Mix and Sales Performance

| Dimensions | ADV | SPR | PSL | DMK | PRP | OSP |
|--|---------------|---------------|---------------|---------------|---------------|----------|
| Advertising [ADV] | 1 | | | | | |
| Sales Promotion [SPR] | 0.417 | 1 | | | | |
| Personal Selling [PSL] | 0.360* | 0.604* | 1 | | | |
| Direct Marketing [DMK] | 0.681* | 0.081 | 0.104 | 1 | | |
| Public Relations [PRP] | 0.092 | 0.283* | 0.501* | 0.405* | 1 | |
| Overall Sales Performance [OSP] | 0.577* | 0.691* | 0.474* | 0.241* | 0.327* | 1 |

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

(Source, Own Survey, 2020)

4.2.3 Regression Analysis

Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variables, and given the values of the independent (Kothari, 2004). Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predicts the value of the dependent variable. Multiple regression analysis in this research was used to model the value of the construct variable (Sales Performance) based on its linear relationship to two or more predictors (Advertising Sales Promotion, Direct Marketing, Personal Selling, and Public Relations/Publicity). This means, the overall sales performance is an

aggregation of the promotional mix dimensions. In order to indicate the impact that each predictor has on the construct variable, the unstandardized coefficients are checked.

Table 4.11a Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|------|------|---------------|
| | | | | | R Square Change | F Change | Df 1 | Df 2 | Sig. F Change |
| 1 | .815 ^a | .664 | .633 | .287 | .633 | 102.214 | 5 | 235 | .000 |

^a. Predictors: (constant), Advertising, Sales Promotion, Direct Marketing, Personal Selling, Public Relations/Publicity

As indicated in the model summary of the analysis on Table 4.11a, above, the value of R (.815) indicated relations of the five independent variables with the dependent one affecting approximately 66.4 % (R²) of the variance of sales performance. However, the remaining percent (33.6%) was explained by other variables not included in this study.

As indicated in Table 4.11b of ANOVA test, F value of 102.214 is significant at $p < 0.001$. Therefore, it can be inferred that with 66.4% of variance (R Square), promotional mix is significant and the model appropriately measured the dependent variables – sales performance. In short, the regression model predicts overall sales performance and has been significantly explained by the five independent (promotional mix) dimensions.

Table 4.11b ANOVA Analysis

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 14.580 | 5 | 2.916 | 42.261 | .000 ^b |
| | Residual | 16.224 | 235 | .069 | | |
| | Total | 40.804 | 240 | | | |

^a. Dependent Variable: Productivity

^b. Predictors: (Constant), Advertising, Sales Promotion, Direct Marketing, Personal Selling, Public Relations/Publicity

The last output in the analysis of the multiple regression models represents the output for the beta coefficients of each promotional mix dimensions. The regression equation for this research is presented below.

$$OSP = \beta_0 + \beta_1 ADV + \beta_2 SPR + \beta_3 DMK + \beta_4 PSL + \beta_5 PRP + e$$

Where, OPS = Overall Sales Performance, ADV = Advertising, SPR = Sales Promotion, DMK = Direct Marketing, PSL = Personal Selling and PRP = Public Relations/Publicity. β_0 = Constant, β_1 to β_4 = beta coefficients, and e = error terms. Based on multiple linear regression analysis on Table 4.11c, substituting the results in the model yields:

$$OSP = .227 + .414ADV + .284SPR + .202DMK + .311PSL + .111PRP + e$$

The regression analysis revealed that each promotional mix dimensions have positive and significant effect on overall sales performance. Advertising (.414) has the highest effect followed by Personal Selling (.311) and Sales Promotion (.284) but Direct Marketing (.202) and Public Relation/Publicity (.111) have relatively lower contribution to the prediction model. This predicted change in the sales performance for every unit changes in that specific predictor. For instance, this signifies that for every additional point or investment on Advertising, one could predict a gain of 0.414 points on the overall sales performance of the companies provided that other variables being held constant; and the same are for other promotion mix dimensions. The results, Table 4.11c, implies that all dimensions of promotional mix had significant influences on overall sales performance at 95% confidence level ($p < 0.05$), indicating that for real estate companies, these factors are important in assessing overall their sales performances.

Table 4.11c Estimated Regression Coefficients

| Model | Unstandardized Coefficients | | Standardized Coeff. | t | Sig. |
|----------------------------|-----------------------------|------------|---------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | .227 | .309 | | .982 | .027 |
| Advertising | .414 | .048 | .200 | 8.625 | .000 |
| Sales Promotion | .284 | .055 | .244 | 5.164 | .000 |
| Direct Marketing | .202 | .039 | .139 | 5.179 | .005 |
| Personal Selling | .311 | .088 | .409 | 3.534 | 0.00 |
| Public Relations/Publicity | .111 | .040 | .440 | 2.775 | .000 |

^a Dependent Variable: Sales Performance

4.3 Discussion

This part elaborates the findings of the results in line with the objectives of the study. This study was intended to assess the effect of promotional mix dimensions on overall sales performance. The discussion focuses on the major findings of advertising, sales promotion, direct marketing,

personal selling and public relations/publicity and their relationship with overall sales performance of the selected ten real estate companies in Addis Ababa.

The first specific objective was to determine the effect of advertising on sales performance of selected real estate companies. The results indicate that Advertising has positive and significant effect on sales promotion ($\beta = .414$). It enhances the sales volume, target or growth of the real estate companies by advertising on different printed medias and organizing advertising campaigns. Beside, since the cost of media advertising is substantially high, profitability of real estate companies increased by limiting the frequency of media advertising. Advertising during selected time periods based on necessity of addressing the targeted audiences minimize unnecessary advertising costs which results in increasing net profit. A study of Shimp (2010 Perreault) has supported this finding that advertising has a positive significant effect on sales performance. A study conducted by Chong (2014) has also found that advertising has a positive significant effect on firm's profitability. This is also consistent with a similar study by Doyle and Saunders (2004) which concluded that advertising does positively influence the sale of the brands of a firm, reflecting in its profits. Thus it was evident that Radio Ads helped GT (Vodafone) raise its sales volumes.

Referring the second specific objective, assessing the effect of sales promotion on sales performance of selected real estate companies, it was found that sales promotion has positive and significant effect on sales performance. Relative to advertising and personal selling, sales promotion's effect on sales performance is lower. However, it enhanced the sales performance of the companies through provision of sales discount offer during holiday events, facilitates long term loan for buyers, and organizing events to promote their products. Such short span promotional activities have significant effects in improving sales growth of business firms (Keller, 1991). Neema (2017), also found out sales promotion and advertising have significant influence on consumers buying decision of real estate buyers. For instance, between 2016 – 2018, when Vodafone embarked on intensive sales promotion campaigns aimed at boosting the usage of the mobile top-up cards, substantial sales rose was observed. This is consistent with Heerde's (2014) study conclusion that promotions resulted in increased sales of a firm's brands. The increase was attributed by the authors to the fact that when consumers switched brands and purchased earlier or more during promotions, it was bound to result in a rise in sales.

Regarding the third objective, determining the effect of direct marketing on sales performance of selected real estate companies, it was found that direct marketing activities such as reminding potential customers through different personal contacts, social medias and telephones increased their sales volume. Similarly, creating platform for interactive communication as well as updating new information regarding product innovation played significant role in promoting their sales growth. Direct marketing specifically ensures sending a promotional message directly to consumers rather than via a mass medium. It is aimed at creating and exploiting a direct relationship between producers and their customers (Gloria, 2011). This is also consistent with the findings by Shimp (2012) which maintained that direct marketing influenced the sales of the advertised products

Evaluation of personal selling's effect on sales performance of selected real estate companies, the fourth objective, revealed that personal selling has positive and significant effect on sales performance. Personal selling which involves personal contact is gradually becoming most preferred promotional tools in Ethiopian real estate industries (Tesfaye, 2019). Sales forces of the real estate companies believed that communicating with potential customers in person is perhaps the best way to promote sales. Personal selling as face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders. Unlike the other tools of the communication mix, personal selling permits a direct interaction between buyer and seller.

Finally, the fifth objective was to evaluate the effect of public relations on sales performance of selected real estate companies. It is the overall term for marketing activities that raise the public's consciousness about commercial and residential buildings in this case. The results of this study revealed that managers exerted unlimited efforts to change the bad image of the local real estate companies through aggressive public relation/publication and promotes their sales growth as well.

It is supported by Shimp (2010) explains public relation simply as an organizational activity involved with fostering goodwill between a company and its various publics.

It can be concluded that promotional mix tools have significant and positive effect on prediction of sales performance of real estate companies in Addis Ababa. Advertising, personal selling and sales promotions played significant role in enhancing sale volume, target and growth. Therefore, concerned managers should evaluate periodically to investigate which promotional tool or a mixture of two or more tools improve their overall sales performances in the long run with minimum costs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In this chapter of the study, summary of the major findings, conclusion and recommendations of the study is presented.

5.1 SUMMARY OF MAJOR FINDINGS

The primary objective of this study was to assess the effect of promotional mix on sales performance in the case of selected ten real estate companies in Addis Ababa.

Nowadays the real estate industry in Ethiopia is characterized more of commercial and residential real estate business. Due to transition of government and liberalization of the industry from political officials and affiliated developers' intimidation, it has become an area of stiff competition to sustain their respective market share or dominate the market at large. To do so, real estate companies strived for implementing promotional strategies through different alternative medias. However, which promotional mix tool is/are more effective was the subject ignored for a while. Hence, this study tried to identify which determinant has the highest influence on the overall sales performance of the selected ten real estate companies in Addis Ababa. Besides, it also tried to answer the five research questions started with in the introduction.

To address the intended research objectives, five factors were considered namely Advertising, Sales promotion, personal selling, Direct Marketing and Public Relations to investigate their significant effect on sales performance of the companies. A sample size of 241 respondents was selected using convenience sampling technique from sales and marketing staffs of each organization. Based on the theoretical framework and objectives of the study, a questionnaire with 29 items was provided in a 5-point Likert scale to be filled by the respondents. The gathered data was analyzed by descriptive analysis using descriptive and inferential statistics. The major findings of the study are summarized and presented as below:

Demography

- The results of the demographic profile of the respondents indicate that majority of marketing and sales representatives of the selected ten real estates were females, within the age range of 21-30 years, first degree holders, working under salesperson job category and have served for less than five years.

Advertising – Specific Objective -1

- Majority of the respondents strongly believed that advertising campaigns increased their sales volume (mean 4.39) and their overall sales performance (mean 3.85).
- Whereas, they were neutral regarding advertising expanded their sales by attracting new customers (mean 3.42)
- Advertising had positive strong and significant relation with sales performance ($r = 0.577$) with relatively the highest effect on overall sales performance ($\beta = .414$).

Sales Promotion – Specific Objective -2

- Loan facilitation with commercial banks promoted their sales volume (mean 4.29) as well as offers of sales discounts during holiday events attracted new customers (mean 4.17).
- However, majority of the respondents disagreed provision of low-cost gifts motivated consumers to purchase their products (mean 2.14).
- Sales promotion has direct and strong relation ($r = 0.691$) and its effect accounted for ($\beta = .284$) on overall sales promotion.

Direct Marketing – Specific Objective -3

- Besides, clear message sent to customers via their personal phone promoted their sales (mean 3.71) while contacting them through emails didn't help as expected (mean 2.86).
- The overall perception of sales forces on companies' direct marketing practices were found to be slightly positive (Mean, 3.62)
- Direct marketing has direct but weak significant relation with sales performance ($r = 0.241$) and relatively lower effect ($\beta = .202$) on overall sales performance.

Personal Selling

Majority of the respondents have strongly believed that direct personal contact to prospect customers (mean 4.31), sincerity of salespersons (mean 4.17) and ability to instill confidence (mean 4.22) on prospective customers improved their sales volume.

- Similarly, sales staffs agreed that creating friendly relationship with customers increased sales (mean 3.92) but didn't believe that frequent visit of customer helped them attain the intended sales target (mean 2.75).
- Personal Selling has positive strong significant relation with sales performance ($r = 0.474$) and relatively highest effect with sales promotion ($\beta = .311$) next to Advertising.

Public Relations/ Publications

- Majority of the respondents agreed on public relations managers exerted efforts to improve the bad image of real estate companies (mean 3.78) resulted in rising their sales and profitability as well.
- On the other hand, they took neutral stand regarding whether printed publications improved their sales growth through time (mean 3.04).
- Publication relations/publication had direct strong relation with sales performance ($r = 0.327$) but relatively lowest effect ($\beta = .111$) on overall performance.

5.2 CONCLUSION

The promotional mix is a term used to describe the set of tools that a business can use to communicate effectively the benefits of its products or services to its customers. The challenge is to select the right mix of promotional activities to suit the particular business at a particular time and to then use it correctly to achieve the intended result. One of the most important marketing decisions that managers may need to make centers around determining the most effective way to promote their business and products. This study examines how promotional mix affects overall sales performance.

The basic objective of the study was, thus, to assess how promotion mix such as advertising, personal selling, sale promotion, public relations and direct marketing significantly affect real estate companies' overall sales performance. The results of the findings revealed that all promotional mix dimensions showed positive and strong significant relationship with sales performance except direct marketing which had positive but weak significant relation. It also endorsed that all independent variables also had positive significant effects on sales performance even though public relations/publicity and direct marketing had relatively lowest effect compared to the other three promotional mix dimensions.

Advertising plays a vital role to diffuse the information among the potential customers through different broadcasting media which in turn increases sales volumes. Regarding their preference, broadcasting media (such as TV, Radio, billboard) and websites (Social Media) are most preferred promotional channels to address marketing messages to the main targeted segments- Ethiopian diaspora and domestic buyers. Meanwhile, next to advertising, sales promotion had also a positive significant impact on overall sales of the real estate companies as well. Managements of the real estate companies were aggressively working on sales promotion focusing only on loan facilitation and discount during holiday helped building brand image through providing low cost items impregnated with their logos.

Similarly, personal selling is also the rich source of brand awareness and brand image because when buyer and seller interact face to face, then customer got brief information about goods and services which make a positive and trustworthy relationship with the client. In this regard, the finding revealed that the real estates had a lot to do on accessing more media to create one-to-one interactive communication channel with the customer that remind them the products of which a given firm is offering. Sales staff personal competence and direct contact of the prospect customers have influence on improvement of sales.

On the other hand, Direct Marketing also plays significant role to enhance sales performance through creating platform for interactive communication as well as updating new information regarding product innovation played significant role in promoting their sales growth. It is aimed at creating and exploiting a direct relationship between real estate developers and their prospective customers. This is also consistent with the findings by Shimp (2010) which maintained that direct marketing influenced the sales of the advertised products. Managers exerted unlimited efforts to change the bad image of the local real estate companies through aggressive public relation and promotes their sales growth as well.

It can be concluded that promotional mix tools have significant and positive effect on prediction of sales performance of real estate companies in Addis Ababa. Advertising, personal selling and sales promotions played relatively more significant role in enhancing sale volume, target and growth. Therefore, concerned managers should evaluate periodically to investigate which promotional tool or a mixture of two or more tools improve their overall sales performances in the long run with minimum costs.

5.3 RECOMMENDATION

It was found to have positive significant relationships between promotional mix and sales performance. All the five dimensions of promotional mix such as advertising, sales promotion, direct marketing, personal selling and public relations/ publication are appropriate predictors to measure overall sales performance keeping other variables constant. In view of the findings and conclusions of the study, the study makes the following recommendations to the real estate companies in Addis Ababa based on the objectives of the study for the purpose of improving the integration on promotional mix strategies of real estate companies. The recommendations are:

- The findings of this study supported the importance of IMC on sales performance of real estate companies in Addis Ababa. This is evident in conclusion based on the 63.3% variation in sales performance accounted for by IMC implementation in the firms, thus, IMC is a strategic tool for targeting house buyers to persuade and patronize them with real estate developers for a long time so as to achieve their sales objectives.
- The significant effect of Mass media advertising strategy on sales performance of the real estate companies is also supported. It has the ability to attract new potential customers. Real estate companies should address the intended marketing message targeting specifically the potential buyers with appropriate timing.
- It is also confirmed that sales promotion had significant and positive effect on sales performances of the real estate companies. Marketing managers of the real estate companies should invest more on holiday event organization to promote their products as it attracts more potential customers. Small gift items like cups, plates, key-holders, pens, etc. impregnated with their specific logos and mottos to build their brands' recognition.
- Direct marketing practices of the real estate companies showed relatively weak but significant effect on sales performance. In this regards, human resource managements should train their respective sales forces how to customize marketing messages for a specific target audience in alignment with other promotional mix tools.
- Personal selling strategy has relatively higher significant influence on sales performance, and that companies should improve that relationship by integrating with advertising and sales promotion.

- Public Relations/ Publicity had relatively lowest effect on sales performance. Marketing managers should make the printing medias like brochure, fliers, posters, etc. more attractive and properly customized to enhance buyers' awareness.
- This study is limited in nature and discusses only the slight element of the promotion mix even there are some other marketing tools and technique which contribute to the overall sales performances. Customer preference, price, technology, culture and other marketing factors may affect sales performance. The future research can examine the impact of the aforementioned factors on the overall sales volume, sales target and sales growth.

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APPENDICES

Appendix I Survey Questionnaire



ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL MANAGEMENT

Survey Questionnaire

My name is Bezawork Berhanu and I am graduating class currently enrolled at St. Mary's University, School of Graduate Studies. I am conducting a research on promotional mix practices of selected real estate companies and their effects on their sales performance for a partial fulfillment of the requirements for the degree of masters of general management. This study is done to examine the effect of promotional mix practices on sales performances to shade lights on how promotional mixes are currently implemented and to what extent they affect the overall sales performance. Pease be honest in filling this questionnaire, as the results of this study can be used as a basis for further study. Your confidentiality will be protected and any information collected in this Study will be granted with full confidentiality.

Please don't hesitate to contact me if you have any doubts, comments or suggestions regarding the content and the subject matter as well. My good contact no. is:

Name- Bezawork Berhanu

Mobile- 0911-451682

Thank you for your valued time in advance!

Part I. General Information

1. Sex Female Male
2. Age (years old) 21 - 30 31 – 40 41 - 50 51 - 60
3. Education Diploma Degree Masters
 Other, please specify _____
4. Service Year 1 - 5 6 – 10 Above 10
5. Job Title Marketer Salesperson Freelance
6. Preferred Media Broadcast (TV/Radio/Billboard) Sponsorship of Events
 Website (Social Media) Publications (Fliers/Magazines/Brochures)
 Physical Presentation Others, please specify _____
7. Target Diaspora Domestic Buyers Foreigners

Part II. Study questions related with promotional mix and sales performance

Please read each statement carefully and show your level of agreement on the statements by putting “X” mark in the boxes using the following 5-scale Likert scales: Strongly agreed (SA)=5, Agreed (A)=4, Neutral (N)=3, Disagreed (DA)=2, and Strongly disagreed (SDA)=1

| Promotional Strategy | SDA | DA | N | A | SA |
|---|----------|----------|----------|----------|----------|
| | 1 | 2 | 3 | 4 | 5 |
| Broadcast Advertising campaigns increased our sales volumes | | | | | |
| Advertising on printed media enabled us to reach our sales target | | | | | |
| Frequent advertising costs are minimized by doing it so timely | | | | | |
| Media advertising expands our sales by attracting new customers | | | | | |
| Advertising improves our overall our sales performance | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| Low cost gifts motivates customers to purchase our product | | | | | |
| Sales discount during holiday events attracts new customers | | | | | |
| Loan facilitation with banks promotes our sales volume | | | | | |
| Event-organization helps us reach our sales target easily | | | | | |
| Sales promotion activities enhances our overall sales growth | | | | | |

| | | | | | |
|---|----------|----------|----------|----------|----------|
| | 1 | 2 | 3 | 4 | 5 |
| Contacting our customers through their personal mails persuades them to purchase | | | | | |
| Reminding potential customers via social media increases our sales volume | | | | | |
| Updating new information influences our customers to purchase our products | | | | | |
| Interactive communication facilitates our customers' decision to purchase | | | | | |
| Frequent messages sent to our customers via their personal phone promotes our sales | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| Direct personal contact to prospect customers improves our sales volume | | | | | |
| Frequent visit to prospect customers enable us to attain our sales target | | | | | |
| Creating friendly relationship with prospect customers increases our sales | | | | | |
| Sincerity of salespersons influences prospect customers to purchase our products | | | | | |
| Sales staff ability to instill confidence potential customers enhance our sales growth | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| Our printed publications improves our sales growth through time | | | | | |
| Dissemination of reliable information through public relation rises our profitability | | | | | |
| Our public relations exerted efforts to improve the bad image of real estate companies enabled us to enhance our sales volume | | | | | |
| Managers try to build good relation with customer to influence their buying decision | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| Advertising through alternative media results to boost in our sales volume | | | | | |
| Carrying out different event organization resulted to boost our sales target | | | | | |
| Preferred mode of publicity for our products has improved our sales growth | | | | | |
| Frequent contact of our prospect customers via their contacts increases our sales | | | | | |
| Creating friendly relationship with our prospect customers helps us make more sales | | | | | |

Many Thanks for Your Valued Time!!!

Appendix II - Survey Questionnaire - Amharic

እዝል 1- የጥናት መጠይቅ

በቅድስተ-ማርያም ዩኒቨርሲቲ
የድህረ ምረቃ ትምህርት
የጀነራል ማናጅመንት ትምህርት ክፍል

የጥናት መጠይቅ

ስሜ ሴዛወርቅ ብርሃኑ እባላለሁኝ፤ በዚህ ወቅት በቅድስተ-ማርያም ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ተመራቂ ተማሪ ስሆን በተመረጡ የራሳችሁት ኩባንያዎች የተሰማሩበትን የስራ መስክን ፤ሽያጭን ማስተዋወቅን ፤ገበያ ማፈላለግን ወዘተ...ያካተቱ ውህድ ተግባራትን እንዲሁም የነዚህ ተግባራት ውህደት/ጥምረት በጀነራል ማናጅመንት የማስተርስ/ሁለተኛ ዲግሪ ደረጃ መመዘኛ መስፈርቶችን በከፊል በሟሟላት ረገድ በሽያጭ የስራ አፈጻጸማቸው ላይ የሚኖረውን ውጤት/ተጽእኖ ዙርያ ጥናት እያከናወንኩ እገኛለሁ። እነዚህ የስራ መስክን እና ሽያጭን የማስታወቅ ፤ገበያ የማፈላለግ ውህድ ተግባራት በዚህ ወቅት በምን መልኩ እንደሚተገበሩ/እንደሚከናወኑ እና የስራ መስክን እና ሽያጭን የማስታወቅ ፤ገበያ የማፈላለግ ውህድ ተግባራት ከሞላ ጎደል በሽያጭ የስራ አፈጻጸም ላይ ምን ያህል ተጽእኖ እንደሚኖራቸው ለማጥናት/ለመመርመር ጥናቱ እየተከናወነ ይገኛል።የዚህ ጥናት ውጤት ለሌላ ጥናት/ምርምር እንደመነሻ ሊያገለግል የሚችል እንደመሆኑ እባክዎን መጠይቁን በቅንነት ይሙሉ። የእርስዎ ማንነት እንዲሁም በጥናቱ የተገኙ ሚስጥራዊ መረጃዎች በሙሉ በጥብቅ ሚስጥር የሚጠበቁ ናቸው።

ስለ ይዘቱም ሆነ ርእሰ ጉዳዩን አስመልክቶ ማንኛውም ጥርጣሬ፤ አስተያየት፤ ሃሳብ ከለዎ በማንኛውም ጊዜ እኔን ለማግኘት አይቆጠቡ። የመገኛ ቁጥራ/አድረሻ፡- 0911-451682

ስም :- ሴዛወርቅ ብርሃኑ

ስለ ሰዎችሁልኝ ውድ ጊዜያችሁ በቅድሚያ አመሰግናለሁ።

ክፍል 1:- ጠቅላላ መረጃ

| | | | | | | | | |
|---|-------------------|--------------------------|------------------------------|--------------------------|---------------------|--------------------------|--|-------------------|
| 1 | ጾታ | <input type="checkbox"/> | ሴት | <input type="checkbox"/> | ወንድ | <input type="checkbox"/> | | |
| 2 | ዕድሜ (ዓመታት) | <input type="checkbox"/> | 21-30 | <input type="checkbox"/> | 31-40 | | | |
| | | <input type="checkbox"/> | 41-50 | <input type="checkbox"/> | 51-60 | | | |
| 3 | የትምህርት ደረጃ | <input type="checkbox"/> | ዲፕሎማ | <input type="checkbox"/> | ዲግሪ | | | |
| | | <input type="checkbox"/> | ማስተርስ | <input type="checkbox"/> | ሌላ ይገለጽ:----- -- | | | |
| 4 | የአገልግሎት ዓመት/ጊዜ | <input type="checkbox"/> | 1-5 | <input type="checkbox"/> | 6-10 | <input type="checkbox"/> | | ከ10 በላይ |
| 5 | የስራ ኃላፊነት | <input type="checkbox"/> | ማርኬቲር | <input type="checkbox"/> | የሽያጭ ሰራተኛ | <input type="checkbox"/> | | በትርፍ ሰዓት ስራ |
| 6 | የመረጡት ሚደያ/መገናኛ | | ብሮድካስት(ሬድዮ፣ ቲቪ፣ ቢ ልቦርድ) | | | | | |
| | | <input type="checkbox"/> | | | | | | |
| | | <input type="checkbox"/> | ድረ-ገፅ (ሶሻል ሚዲያ) | | | | | |
| | | <input type="checkbox"/> | በአካል ተገኝቶ ማቅረብ | | | | | |
| | | <input type="checkbox"/> | የአገር ውስጥ/የአካባቢ ሽማግሌት/ገዢዎች | | | | | |
| | | <input type="checkbox"/> | የውጭ አገር ዜጎች ሽማግሌት/ገዢዎች | | | | | |
| | | <input type="checkbox"/> | የስፖንሰር ዝግጅት | | | | | |

| | | | | | | | |
|---|------|--------------------------|-------------------------------|--|--|--|--|
| | | <input type="checkbox"/> | ህትመት(በራሪ ዕሁፍ፣ መፅሔት፣ በሮሻር) | | | | |
| | | <input type="checkbox"/> | ሌላ ይገለጻ፡----- | | | | |
| 7 | ታርጌት | <input type="checkbox"/> | ዲያስፖራ | | | | |
| | | | | | | | |
| | | <input type="checkbox"/> | የአገር ውስጥ/የአካባቢ ሽማግሌ/ገዢዎች | | | | |
| | | <input type="checkbox"/> | የውጭ አገር ዜጎች ሽማግሌ/ገዢዎች | | | | |

ክፍል 2:- ጠቅላላ መረጃ የማስተዋወቅ ጣምራ ተግባራት እና የሽያጭ ስራ አፈጻጸም ተዛማጅ ጥናት ጥያቄዎች

እባክዎን እያንዳንዱን ዓረፍተ-ነገር በጥንቃቄ አንብበው የሚከተሉትን ባለ5 ደረጃ/የፍላጎት መለኪያ በጣም እስማማለሁ (በእ)=5 እስማማለሁ (እ)=4 ገለልተኛ (ገ)=3 አልስማማም (አ)=2 እና በጣም አልስማማም (በአ)=1 ተጠቅመው በሳጥኑ ላይ የ “X” ምልክት በማስቀመጥ በዓረፍተ-ነገሩ ላይ ያለዎትን የመስማማት ደረጃ ያሳዩ።

| የማስታወቂያ ስትራቴጂ | (በአ)=1 | (አ)=2 | (ገ)=3 | (እ)=4 | (በእ)=5 |
|--|--------|-------|-------|-------|--------|
| | 1 | 2 | 3 | 4 | 5 |
| በብሮድካስቲንግ የማስታወቂያ ስራ የሽያጭ መጠናችን ጨምሯል። | | | | | |
| በህትመት ሚዲያ በማስተዋወቅ የሽያጭ ታርጌታችን ላይ እንድንደርስ አስችሎናል። | | | | | |
| ሁልጊዜ ለማስታወቂያ ስራ የሚወጣ ወጪ በጊዜው በማድረግ ሊቀንስ ይችላል። | | | | | |
| የሚደያ የማስታወቂያ ስራ አዳዲስ ደንበኞችን በመሳብ የሽያጭ መጠናችንን ያሳድጋል | | | | | |
| የማስታወቂያ ስራ ከሞላ ጎደል የሽያጭ ስራችንን ያሳድጋል። | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| ዝቅተኛ ዋጋ ያላቸው ስጦታዎች ደንበኞች ምርቶቻችንን እንዲገዙ ያነሳሳቸዋል። | | | | | |
| በበዓላት ዝግጅት ወቅት የሽያጭ ዋጋ ቅናሽ ማድረግ አዲስ ደንበኞችን ይስባል/ይማርካል። | | | | | |
| ከባንኮች ጋር የብድር ስምምነት ማመቻቸት የሽያጭ መጠንን ያሳድጋል | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| የበዓላት ዝግጅት በቀላሉ የሽያጭ ታርጌታችን ላይ እንድንደርስ ያግዘናል። | | | | | |
| የሽያጭ የማስታወቂያ ስራችን ተግባራት ከምላ ጎደል የሽያጭ ዕድገታችንን ያሻሽላል። | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| ደንበኞቻችንን በግል አድራሻቸው ማግኘት እንዲገቡ ያስገድዳቸዋል። | | | | | |
| አቅም ያላቸው ደንበኞችን በሶሻል ሚዲያ በማስታወስ የሽያጭ መጠናችንን ያሳድጋል | | | | | |
| ወቅታዊ መረጃ እንዲኖራቸው በማድረግ ደንበኞችን ምርቶቻችን እንዲገቡ ጫና አእናደርጋለን። | | | | | |
| የእርስ በእርስ ግንኙነት በማድረግ ደንበኞች የግዢ ውሳኔ እንዲሰጡ ያመቻቻል። | | | | | |
| በደንበኞቻችን የግል ስልክ በተደጋጋሚ የሚላኩ መልእክቶች ሽያጫችንን ያስተዋውቃል። | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| ከቀጣይ/አጩ/የወደፊት ደንበኞች ጋር በቀጥታ በግል መገናኘት የሽያጭ መጠናችንን ያሳድጋል | | | | | |
| የቀጣይ/አጩ/የወደፊት ደንበኞችን በተደጋጋሚ መጎብኘት የሽያጭ ግባችንን ያቀዳጃልለለ። | | | | | |
| ከቀጣይ/አጩ/የወደፊት ደንበኞች ጋር ጓጉኝነት መመስረት ሽያጫችንን ያሳድጋል ። | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| የህትመት ውጤቶቻችን ከጊዜ በኋላ ሽያጫችንን ያሳድጋሉ ። | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| በህዝብ ግንኙነት በኩል ታማኝ መረጃ ማሰራጨት ምርታማነታችንን ከፍ ያደርጋል። | | | | | |
| የህዝብ ግንኙነታችን የሽያጭ መጠናችን ከፍ ለማድረግ ያስቻችለንን የሪል ስቴት ኩባንያዎች መጥፎ ስም ለማሻሻል ጥረት ያደርጋል። | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| በአማራጭ ሚዲያ ማስተዋወቅ የሽያጭ መጠናችንን ያሳድጋል | | | | | |
| የተለያዩ ድርጅታዊ ዝግጅቶችን ማዘጋጀት የሽያጭ ታርጌታችን እንድናሳድግ ምክንት ሆኗል። | | | | | |
| ለምርቶቻችን የተመረጡ የህዝብ መገናኛ ብዙሃን የሽያጭ ዕድገታችንን ከፍ አድርጎታል። | | | | | |
| ከቀጣይ/አጨ/የወደፊት ደንበኞች ጋር በቀላሉ ለመገናኘት የሽያጭ መጠናችንን ያሳድጋል | | | | | |
| በደንበኞቻችን የግል ስልክ በተደጋጋሚ የሚላኩ መልእክቶች የተሸለ ሽያጭ እንዲኖረን ያዛል። | | | | | |
| | | | | | |

ስለ ውድ ጊዜያችሁ አብዝቼ አመሰግናችኋለሁ!!!

Appendix III

Table 2. Multicollinearity Test

| Variables | Collinearity Statistics | |
|------------------------------|-------------------------|-------|
| | Tolerance | VIF |
| Advertising | .922 | 1.084 |
| Sales Promotion | .959 | 1.043 |
| Direct Marketing | .890 | 1.081 |
| Personal Selling | .911 | 1.098 |
| Public Relations/Publication | .876 | 1.141 |

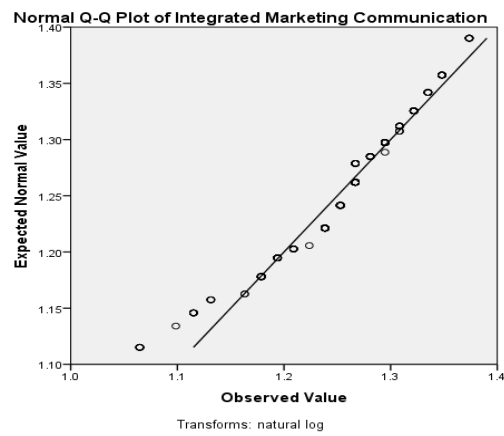
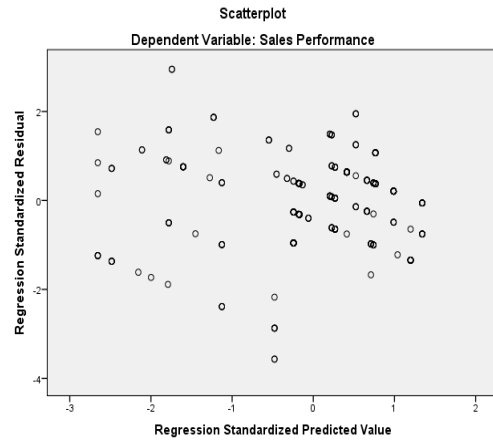
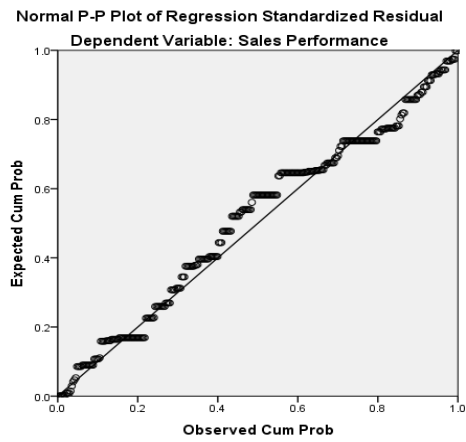


Figure. Scatter Plot of Linearity Test