

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

**FACTORS AFFECTING MARKET SHARE IN THE CASE  
OF BURAYU PACKAGING AND PRINTING INDUSTRY**

**BY**  
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**JUNE 2013**  
**SMUC**  
**ADDIS ABABA**

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OF BURAYU PACKAGING AND PRINTING INDUSTRY**

**A SENIOR ESSAY SUBMITTED TO THE  
DEPARTMENT OF MARKETING MANAGEMENT**

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ST.MARY'S UNIVERSITY COLLEGE**

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IN MARKETING MANAGEMENT**

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## Table of contents

Title	Page
Acknowledgements.....	I
Table of content.....	II
List of Tables.....	III
Table of content.....	IV
Abbreviations and Acronyms.....	V
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	3
1.3 Research Questions.....	3
1.4 Objectives of the Study.....	4
1.4.1 General Objective.. ..	4
1.4.2 Specific Objectives.....	4
1.5 Significance of the Study.....	4
1.6 Delimitation of the Study.....	4
1.7 Researcher Design and Methodology.....	5
1.7.1 Research Design.....	5
1.7.2 Population and Sampling Techniques .....	5
1.7.3 Types of Data .....	5
1.7.4 Method of Data Collection.....	5
1.7.5 Methods of Data Analysis.....	6
1.8 Limitation.....	6
1.9 Organization of the Study.....	6
2 .REVIEW OF RELATED LITERATURE.....	7
2.1. Overview of Market Share .....	7
2.1.1 Types of Market Share and Measurement.....	7
2.1.2 Market share objectives.....	13
2.1.3 Factor that affect market share growth.....	14
2.1.4 Problems and challenges of market share.....	15

2.1.5 Determining an optimal market share.....	18
2.2 Fundamental elements in selling activity.....	16
2.2.1 Market Potential.....	16
2.2.2 Sales Potential .....	17
2.2.3 Industry Sales.....	18
2.2.4 Sales Forecast .....	18
2.3 Approaches to the marketing and market share strategy .....	19
2.3.1 Marketing practice .....	19
2.3.2 Marketing structure.....	19
2.3.3 Market-share management strategies.....	19
2.4 Market strategies.....	21
2.4.1 Marketing strategy.....	22
2.4.2 Customer relationship management.....	23
2.4.3 Pricing strategy.....	23
2.4.4 Types of pricing objectives.....	24
2.4.5 Evaluating Marketing environment .....	25
2.5 Competitive Environment and strategy.....	26
2.5.1 Factor influencing competition.....	28
2.5.2 Competitive Strategy.....	28
2.5.3 Competitive Advantage.....	29
2.5.4 Competitive Analysis .....	29
3. PRESENTATION OF DATA, ANALYSIS, AND INTERPRETATION.....	31
3.1 General Characteristics of the respondent .....	32
3.2 Analysis of the finding of the study.....	37
3.3 Data analysis for interview questions.....	45
4. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	47
4.1 Summary of the major finding .....	47
4.2 Conclusions.....	50
4.3 Recommendation.....	52

## List of Table

Table I General Characteristics of the respondents .....	<b>32</b>
Table. II Customer response on staying to make business with BPPI, ownership status, business type and year of service.....	<b>34</b>
Table III. Products of the company and customer's annual purchasing plan.....	<b>36</b>
Table. IV. General View of customers in the direction of price, payment term and purchasing frequency.....	<b>37</b>
Table.V Customer's response about customer responses employees' responsiveness.....	<b>39</b>
Table VI. Customer's response on quality of the product, order taking capability, producing according to customer satisfaction and keeping the delivery promising.....	<b>41</b>
Table VII Customers response on promotion, degree of keeping promise, delivery service efficiency and customers work with BPPI or not.....	<b>43</b>

## **Abbreviations and Acronyms**

- BPPI Burayu Packaging and Printing Industry
- ISO International Standard Organization
- TQM Total Quality Management
- Rev PAR Revenue par available room
- RIO return on investment
- T.V Television
- V.C.R Video cassette recorder
- R& D Research and development

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Market share is the portion or percentage of sales of a particular product or service in a given region that are controlled by a company. It is used by businesses to determine their competitive strength in a sector as compared to other companies in the same sector. It also allows you to accurately assess your performance from year to year. If you only use sales to measure your performance, then you did not take in to account the market conditions that may have improved or decreased your sales. Since those factors are beyond your control, they do not give you meaningful information about how you are actually doing as a company in terms of improving your business. By measuring market share, one can see if he/she is doing better or worse relative to other companies that are facing the same challenges and opportunities (Farris and others, 2010).

There are four basic ways through which market share can be improved. The first is through improving the product quality so that it is better than that of the competitors; the second way is through changing the price such as discount or take flexible price. Alternatively, you can find new methods to distribute your product so people can buy it in more places. Finally, you can advertise and promote your product. Using these techniques in any combination may improve market share (Armstrong and Greene, 2007).

Company demand is the company's estimated share of market demand at alternative level of company marketing effort in a given time period. The company share of market demand depends on how its products, service, price, communications and so on perceived relative to the competitors. If other things are equal, other company's market share would depend on the size and effectiveness of its market expenditures relative to competitors. Marketing model builders have response functions to measure how a company's sale has affected its marketing expenditure level, marketing mix and marketing effectiveness. Alternatively, you can find new method of distributing your product so people can buy it in more places. Finally, you can advertise and promote your product. Using these techniques in any combination may improved market share (Armstrong and Green: 2007)

Burayu Packaging and Printing Industry plc was established in 1990 E.C under the Council of Ministers regulation No 016392/90No.BPPI is a big private owned company with annual production

capacity of 8500 ton per shift and is equipped with modern technology while it is still looking for state – of- the art technology. It has built up a good position in the corrugated packaging market. The company produced not only corrugated cartons but also produce different packaging solutions like different carton boxes, cake rapper, and cake try, egg try , paper cone, paper tube, different kinds of packet (Different gm Duplex) and also printing.

It supply for different industries and manufactories like biscuit factories, soap and detergent, pharamaticuals, beverages, poultries, flower farming, agro industries, constructions, café and restaurants and also for other local industry sector. BPPI provides by producing packaging and printing works starting from the preliminary processing of designing, drawing scanning and creating its own design by considering customer’s special needs.

The company is located about 14km from center of Addis Ababa which is named Burayu city in Oromia region. Currently, the industry operates supported by 280 employees among whom 120 of them are permanent and the rest are contract workers. In addition to these employees the industry hires daily laborers temporarily on a monthly bases when need arises .The industry is having a capital of birr 30 Million. In order to be competitive enough in the dynamic changing market, the company follows ISO-9001:2000 and it is stepping- stone towards TQM implementation in 2006, (BPPI ISO-9001:2000 Training Manual, 2006) BPPI has also customization facility that enables it to fulfill the specifications of their clients. As a result, BPPI supplies a wide assortment of corrugated boxes and cartons that are designed and developed in compliance with the discerning needs of its clients, (BPPI Strategic plan, 2009). BPPI has got a good reputation both in the domestic and export market not only for its supply of quality products of boxes and cartons but also for its timely delivery and transparency in business dealings. Comprehensive ranges are widely used for its silent features like durability and light weight.

BPPI is considered to be one of the major contributors to Ethiopia’s economy with the market share of about 30 percent current packaging manufacturing output and 25 percent through indirect export with goods like garments, flower, vegetable, food and beverage (Ethiopia Press Agency, 2008).

## **1.2 Statement of the Problem**

Most industries contain an acknowledged market leader. The leader has the largest market share and usually leads the other firms in price changes, new product introductions, distribution coverage and promotion spending. The leader may or may not be admired, but other firms concede its dominance, (Kotler, 2002).

From this BPPI has the leader in corrugated packaging market for the last five years. The sales of the company during (2007/8, 2008/9, 2009/10, 2010/11 and 2011/12) indicated that 63.7, 71.3, 86.7, 94.4 and 120 million birr respectively. The data related to the market share of the company also shows that it is declining from time to time. To be specific it was 30% in 2007/8, 27% in 2008/9, 22% in 2009/10, 17% in 2010/11 and 13% in 2011/12 in the last five years. On the contrary when we see in the above market share of the company decrease year to year. The company to maintain the market share the student researcher tried to inspect the problem the total market (compiled from annual financial report of the company).

Still BPPI was one of the leading firm having high sales in the industry. However, its market share declining from time to time. Thus, this research entails to investigate factors contributed for the reduction of market share by focusing different aspect in harmony with helping the company to get back for its previous position by giving special importance to the following basic question:

## **1.3 Research Questions**

To examine the aforementioned problems, this research attempts to address the following basic research questions.

- ◆ To what extent does the company's selling practice contributed to the declining of market share?
- ◆ How does the company set payment terms and price in a way that it enhances market share?
- ◆ What are the competitive strategies that the company put in place?
- ◆ To what extent do the customers satisfied with the product quality of the product?
- ◆ What does the customer acquisition and retention practice of the company look like?

## **1.4 Objectives of the Study**

### **1.4.1 General Objectives**

The general objective of the study is to assess factors affecting market share of Burayu packaging and printing industry

### **1.4.2 Specific Objectives**

The specific objectives of the study are:-

- ❖ To investigate the company's selling practice contributed to the declining of market share.
- ❖ To examine the company setting payment terms and price in a way that it enhances market share.
- ❖ To investigate the company's competitive strategy in terms of its relevance to the growth of market share.
- ❖ To examine the extent to which the product quality.
- ❖ To examine the company's customer acquisition and retention strategy (practice) in the relation to market share.

## **1.5 Significance of the Study**

- ❖ The student researcher believes that the study serves as a basis for detailed and further study for other researcher who is interested to make future study on market share area.
- ❖ This study benefits BPPI in that it provides alternative solutions for the management of the company that would contribute to tackle the specified problems with respect to the market share.
- ❖ It creates an opportunity to the student researcher to enhance and develop the knowledge in the area.

## **1.6 Delimitation of the Study**

The study has been conducted in BPPI setting and may not be generalized in the packaging industry. The student researcher uses last five years data. Even if the company has different customers in different part of the country, the student researcher preferred to focus in Addis Ababa only. Because of majority of the customers are available around the city. Most of the customer get different sight, even if the companies produce different types of packaging products but this study focuses on corrugated carton

box and declined of market share; because of the only thought to investigate that factor affected the company market share.

## **1.7 Researcher Design and Methodology**

### **1.7.1 Research Design**

In this study descriptive research method was used because it was an appropriate method to assess and describe the current factor affecting market share practice of BPPI.

### **1.7.2 Population and Sampling Techniques**

The population of the study has been including marketing manager, and business customers of Burayu Packaging and Printing Industry focusing on those found around Addis Ababa area. Out of the total population of 300 business customers found in the specified area, 100 business customers were planned to be sampled. The company segments the city for five sales areas. Each area distributes 20 questionnaires. However, only 78 of them were volunteer to participate in filling out use questionnaire. This results in the actual sample size to be 78 business customers. Furthermore, since the company has a list of its target customer, the student researcher has used probability sampling techniques. Among probability sampling techniques the student researcher has been using simple random sampling of (lottery method) since it will give equal chance to all customers. Out of the total population of customer found in Addis (which is 300 industrial buyers) 33% of them were taken as a sample since industrial buyer exhibited similar characteristics.

### **1.7.3 Types of Data**

The student researcher used both primary and secondary data in the study in order to make the study complete and attain its objectives. The primary data consists of marketing manager and customers where as the secondary data consists of company published documents.

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

The primary data was gathered through distributed questionnaire to business customers and an interview was conducted with the marketing manager. The secondary data were gathered from the company's records, journals and books available in the library.

### **1.7.5 Methods of Data Analysis**

The information which was collected by the above techniques analyzed by quantitative and qualitative analysis methods. The summarized data was presented in the form of table. Qualitative data analysis technique was used to answer the interview response as well as the response to open end questions. The data obtained through the close-ended set of the questionnaire were analyzed and described by using percentage.

### **1.8 Limitation of the study**

During the preparation of this research study the student researcher was constrained by various limitations. Among the major limitations some customers were not willing provide necessary information and time constraint to incorporate the customer population.

### **1.9 Organization of the Study**

The study is presented in four chapters. The first chapter paying attention on background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, research design, methodology and organization of the paper. The second chapter presented review of related literature which has great importance in showing a direction of market Share theories from different scholar's perspectives. The third chapter deals with the data presentation, analysis and interpretation of the study. The fourth chapter included summary, conclusion and recommendation based on the real findings of the research. Lastly there is reference, appendix.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Overview of Market Share**

Companies must not think, however, that gaining increased market share will automatically improve profitability. Much depends on their strategy for gaining increased share. There are many high – share companies with low profitability and many low –share companies with high profitability. The cost of buying higher market share may far exceed the returns. Higher shares tend to produce higher profits only when unit costs fall with increased market share, or when the company offers a superior-quality product and charges a premium price that more than covers the cost of offering higher quality (Kotler & Armstrong, 2010:456-57).

According to Richard (1994:38) a firm may choose to maintain or increase its market share, sometimes at the expense of greater profits if industry status or prestige is at stake. Market share is the ratio of sales revenue of the firm to the total sales revenue of all firms in the industry, including the firm itself. Furthermore, Kotler (2006:128) suggests that organizations selling in a non-expansive market must accept the market's size (the level of primary demand for the product class) and direct their efforts to winning a large market share for their product (the level of selective demand for the company's product).

#### **2.1.1 Types of Market Share and Measurement**

An accurate measure of market share is dependent on several factors:

- A satisfactory definition of the market. This would answer questions such as which products to include, which geographical areas, which means of distribution?
- The availability of reliable, up-to-date information
- Agreement on which measures of share are most relevant. For example, should market share be calculated on the basis of sales revenues, profits, units produced or some other measure that competitors in the market generally recognize as valid (Armstrong, Gary & Kotler, 1999).

In reality, market shares are calculated in a myriad of ways. However, most tend to be based on one or both of the following:

- Sale revenues
- Sales volumes (units)

Use and misuse of market share analysis

Market share ratios are used by marketing departments for reporting and forecasting:

- Daily – for early bird reports discussed in the department heads morning briefing
- Daily or weekly – for marketing and yield management meetings that usually involve sales and reservation teams
- Monthly – for department heads meetings, where budgeted figures are reforecast and adjusted to the market evolution
- Yearly – for the preparation of marketing plans or the interpretation of year-end results.

These ratios are taken into consideration by hotel chains or consortia to compare their members within the group or within a region (Davenport, Todd, 2004).

The market share is common business language and is therefore a powerful indicator to use when presenting the company's performance to owners or head offices. It is often used in public relations to communicate positive results to journalists or potential customers. The simplicity of the market share makes it easy for employees to understand. It motivates them to aim at and fight together for higher market positions.

Besides assessment of market evolution and competitors' performance, the AMS analysis also makes it possible to understand customers' sensitivity to prices. The company is able to identify, at various occupancy levels, how much market share was lost or gained due to the opposite move of the ADR, thus reflecting one or more price modifications. However, the comparison of RevPAR (revenue per available room) is the complementary assessment of the revenue performance between direct competitors. The decrease in market shares may be motivated by the loss of unprofitable market segments.

The desire for and the expansion of a company's market share need to be carefully verified as to the increase of return on investment (ROI) they can provide, that is the cost of acquiring new market shares.

The expenses linked with communication, pricing or distribution strategies must remain within acceptable margins.

However, the market share analysis needs to be interpreted and quoted with great care, seeing that too often comparisons of documents issued by various competitors do not show similar results. The fact that competitors' figures cannot be checked with accuracy makes it possible to manipulate the analysis, mostly to the advantage of the hotel that imports and presents the data.

### **Market Share**

Every firm should be concerned about its share of the markets and market segments in which it competes. By share we mean the percentage of market unit volume or dollar value held by a company as a proportion of total market size. Market share is merely the proportion of total market or industry sales made by one of the competing companies. Market share may be expressed either in unit sales or dollar values:

$$\text{Market Share} = \frac{\text{Total company sales (units or dollars)}}{\text{Total industry sales (units or dollars)}}$$

In general, attaining the highest market share is a desirable objective. The rule is that, regardless of the price of your product, you will remain more profitable than your competitors if you have higher market share. However, you must be careful to ensure that your market is clearly defined. The underlying reason why small companies can function profitably in large marketplaces is that they have actually developed a large share of a small segment of the total market.

### **Methods of Measurement**

The two primary groups you can interview or survey to make the market share measurement are:

- Competitors
- Customers

The most reliable, accurate, and fast approach is to base market share measurements on competitive interviews. It is reliable and accurate because it is possible to interview 100 percent of the population of competitors. It is fast because there are about 25 competitors in the typical market. The range typically is between five and 100.

The researcher recommends that this measurement be done by completing competitive interviews over the telephone. Some of the key questions that should be asked are:

Obviously, many competitors will not answer all of these questions posed in this manner and this order. You can improve your response rate by blending them into a very free-form and smooth conversation and by sharing information with the interviewee. For example, tell the interviewee what one of the key competitors feels about the company or its sales. This usually gets them involved.

It is also important to build a verification process into your interviewing strategy. Some of your respondents will be stumped. They will not know the correct answers, or may not tell the truth. A verification strategy will help eliminate these problems.

A verification strategy entails interviewing multiple people in the same organization to cross check sales figures, and by asking competitors their opinions about the accuracy of the responses received. You should also then multiply the average price of the unit by the unit sales to see if it matches the dollar sales given in the interview (Lewis & Chambers, 1999:17-22).

From the sales figures and the total market size, you can calculate market share.

$$\text{Market Share of Company 'X'} = \frac{\text{Sales of Company 'X'}}{\text{Total Market Size}}$$

The other group you can interview or survey to make a market share calculation is the customer group. You can do this by a telephone survey, a mail survey, or trade show interviews.

The disadvantage with customer interviews is that you must perform a lot of them to get a fairly accurate estimate of market share. Also, the estimate of market share is usually based on installed units in use and not a specific year of sales, so it is difficult to measure the market share of new entries into the market. Their relative importance will be greatly diminished.

### **Other Views of Market Share Analysis**

Company will from time to time examine markets from different perspectives to enhance the understanding of them and identify shifts which may not be evident from examination of revenue alone. Although revenue is the primary basis for our estimates of market share, metrics such as "seat share" may be used as an adjunct to revenue when looking at different markets (Armstrong, Gary and Philip Kotler, 1999)

### **Approach of Market Share Analysis**

The approach to Market Share Analysis combines primary surveys and vendor briefings with secondary research such as public financial disclosures, industry trade association material and government statistics.

Multiple data points ensure that the statistics we report are objective and accurate. Our market share methodology has quality checks in place to make sure potential double-counting across sectors doesn't happen. It's another process we have in place to ensure that we accurately quantify market share, helping you make the most informed decisions possible.

Any estimate of market share – whether based on revenue or another metric – is a combination of fact and expert judgment; backed by a methodologically sound research process. Clients are assured that even when we diverge from our standard of revenue-based share that our estimates are well supported.

Obviously, quality – both quality of product and service – is paramount. But there are a number of tactics you can use to increase your market share, and each involves increasing your company's relative power, uniqueness, or indispensability in the customer relationship. In our experience, you should concentrate on tactics that fall into any or all of these four general categories:

**1. Customization of services or products** - When you build a high-end, customized service around the more commodity-like products or services you are selling, then you can create switching costs that increase the customer's willingness to continue to deal with you rather than bidding out the contract at every opportunity. Ideally, you will lock the customer into a "learning relationship," but sometimes very price-oriented customers will be wary of allowing such relationships to develop.

**2. Perpetual, cost-efficient innovation** - To the extent that you can stay ahead of your customer with innovative product or service ideas, you will always have something to sell. Your organizational mission must center on being nimbler, more creative and cost-efficient – all at the same time. But the value you are really bringing to the customer here is innovation – not the products themselves. Realize that many tough customers will do their best to absorb your innovation in order to do it themselves, or perhaps even to disseminate it to your competitors.

**3. Personal relationships within the customer organization** - In the end, businesses have no brains and make no decisions. Only people make decisions, and people are both rational and emotional by nature. The individuals within your own organization need to have personal relationships with the individuals within your customer's organization.

**4. Appeals directly to end users** - A highly desirable brand or a completely unique product in heavy demand by your customer's customers will pull your products through the customer's own organization more easily. Similarly, any sort of information system or added service that saves time or effort for the end user can also be expected to put pressure on the customer to buy. If you can come up with a compelling reason for end users to demand your steel pipes in their products, then that will be a very powerful negotiating tool when it comes to maintaining your price (Davenport & Todd 2004).

Firms are always concerned with the size of the potential market for their products or services and the proportion of that market they actually reach—often referred to as a company's market share. Market share is the percentage of the total market (or industry) sales made by one firm. As a formula, Market Share = Firm's Sales ÷ Total Market Sales. Share can be reflected as either percentage of sales dollars, percentage of units sold or percentage of customers. Percentage of sales dollars is the most common reference.

Market share is one of the most commonly quoted measures of success in any industry. To correctly determine market share, one must clearly define the market. Having a small share of a large market can be as profitable as a large share of a small market. A producer of leather horse saddles must determine if

his market is made up of saddle sales, equestrian sales, or all leather goods sales. Obviously, his market share in the saddle industry is much larger than his share in the leather goods market.

There are two sources for measuring market share: competitors and consumers. Surveying competitors gives a more accurate and reliable picture of market share. It is possible to interview 100 percent of competitors, but not all consumers. For many industries, sales and market share figures may already be compiled by government agencies, trade associations, or private research firms.

## **MARKET PLAYERS**

Market share defines the roles played by various firms in an industry. The firm with the largest market share is the market leader. The market leader usually has the highest marketing expenditures, distribution, price changes, and new product innovations. Market challengers are the firms working to increase their market share. Firms in an industry that are content with their share of the market or doing little to increase sales are considered the market followers. The market niche brand is the player that targets its business toward serving smaller, overlooked segments that are often ignored by the larger players. The niche marketer can be very profitable, opting for high margins over higher volume.

### **2.1.2 Market share objectives**

Many firms seek to gain a specified share (percent) of a market. A benefit of a market share objective is that it forces a manager to pay attention to what competitors are doing in the market. In addition, it's usually easier to measure a firm's market share than to determine if profits are being maximized. Large consumer package goods firms often use market share objectives.

Aggressive companies often aim to increase market share-or even to control a market. Sometimes this makes sense. If a company has a large market share, it may have better economies of scale than its competitors. Therefore, if it sells at about the same price as its competitors, it gets more profit from each sale. Or lower costs may allow it to sell at a lower price-and still make a profit.

A company with a longer-run view may decide that larger future volume will justify sacrificing some profit in the short run. Objectives aimed at increasing market share have the same limitations as straight sales growth objectives. A larger market share-if gained at too low a price-may lead to profitless

"success." The key point regarding sales-oriented objectives is: larger sales volume, by itself, doesn't necessarily lead to higher profits. (William and McCarthy, 2002: 72)

### **2.1.3 Factor that affect market share growth**

Hofer and Schendel (1978) define six strategies using the product/market evolution of the industry in which the firm competes and its competitive position in the industry. These six strategies are share increasing, growth, profit, turnaround, market concentration and asset reduction and liquidation. Under share increasing, a firm significantly increases its market share by investing greater than the norm of the industry. A growth strategy is designed to maintain a firm's position in rapidly expanding markets by investing equal to the industry average. The aim of the profit strategy is to maximize the utilization of resources and skills in order to increase cash flow. A turnaround strategy is a form of retrenchment strategy that focuses on operational efficiency. The market concentration and asset reduction strategy requires a realignment of resources to focused, smaller segments. A liquidation strategy is for firms that want to generate cash while withdrawing from market. Market share often is associated with profitability and thus many firms seek to increase their sales relative to competitors. Here are some specific reasons that a firm may seek to increase its market share:

- Economies of scale - higher volume can be instrumental in developing a cost advantage.
- Sales growth in a stagnant industry - when the industry is not growing, the firm still can grow its sales by increasing its market share.
- Reputation - market leaders have clout that they can use to their advantage.
- Increased bargaining power - a larger player has an advantage in negotiations with suppliers and channel members (Michael, 2000:175).

### **Ways to Increase Market Share**

The market share of a product can be modeled as:

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

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

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

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

- Product - the product attributes can be changed to provide more value to the customer, for example, by improving product quality.
- Price - if the price elasticity of demand is elastic (that is,  $> 1$ ), a decrease in price will increase sales revenue. This tactic may not succeed if competitors are willing and able to meet any price cuts.
- Distribution - add new distribution channels or increase the intensity of distribution in each channel.
- Promotion - increasing advertising expenditures can increase market share, unless competitors respond with similar increases, (Michael E. McGrath, 2000:176).

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

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

- If the firm is near its production capacity, an increase in market share might necessitate investment in additional capacity. If this capacity is underutilized, higher costs will result.
- Overall profits may decline if market share is gained by increasing promotional expenditures or by decreasing prices.
- A price war might be provoked if competitors attempt to regain their share by lowering prices.
- A small niche player may be tolerated if it captures only a small share of the market. If that share increases, a larger, more capable competitor may decide to enter the niche (McGrath, 2000:179).

### **2.1.4 Problems and challenges of market share**

Problems Included within these are a loss of market share, possession of the wrong set of competencies, slow(er) or slowing growth patterns, a loss of employee morale, poor product and process development, and the failure to recognize competitors' true capabilities. Companies are finding new business models to eat into the market shares of their competitors, which previously would not have been possible. Antitrust issues may arise if a firm dominates its market. In some cases it may be advantageous to decrease market share. For example, if a firm is able to identify certain customers that are unprofitable, it may drop those customers and lose market share while improving profitability (Michael, 2000:181).

### **2.1.5 Determining an optimal market share**

Most companies think and plan not only in terms of profit and sales volume but also in terms of market share. They see market-share gains as the key to long-run profitability. The Boston Consulting Group, for example, has proposed that, in product areas characterized by a strong learning curve, companies pursue market share maximization instead of current profit maximization. Despite this recommendation, we feel that an organization's goal should not be to maximize market share, but rather to attain the optimal market share. A company has attained its optimal market share in a given product/market when a departure in either direction from the share would alter the company's long-run profitability or risk (or both) in an unsatisfactory way. A company finding its current share below the optimal level should plan for market share gains; a company that is at its optimal market share should fight to maintain it; and a company that has exceeded it should seek to reduce its current share.

Determine the point at which an increase in market share can no longer be expected to bring enough profit to compensate for the added risks to which the company would expose itself (Bloom & Kotler, 1975:64).

## **2.2 Fundamental elements in selling activity**

### **2.2.1 Market Potential**

Richard (1994:274) The term market potential, or industry potential, refer to the maximum total sales of a product by all firms to a segment under specified environmental conditions and marketing effort of the firm .

According to Sherlekar (2004:97-98) In estimating the size of a market for a new product we may have the following steps to be taken in sequence:

- Define the market population: The market is defined by laying down regional limits and by demographic features of potential buyers, e.g., age, sex, income, occupation, etc., in the case of consumer goods market.
- Estimate of Consumption Units: In each market segment we have to count the number of buyers. It is not difficult to do so.
- Estimate of Purchasing Power of Buyers: National income data can give per capital income figures, disposable income figures. Ability to spend assumes great importance in the case of

durable and costly consumer goods such as car, refrigerator, T.V., V.C.R., air conditioner, electrical appliances, microwave cooking system, etc.

- Estimate of Willingness to Spend as a Function (result) of Planned Marketing Effort: will or inclination to spend is governed by psychological factors of buyers such as buying motives and preferences as well as the influence of marketing effort made to stimulate the buyer's mind in favors of purchase decision.
- Estimate of the Rates of Purchase and Product Usage: Ability to purchase will to purchase and expected marketing effort will give us the idea about heavy and medium or light users as well as big customers who demand special attention.
- Total Market Potential: we can multiply the total estimated number of consuming units by the rate of purchase and product usage and the sum total is the total market potential.

### **2.2.2 Sales Potential**

Dwyer and Tanner (2006:382) one method to determine workload focuses on sales potential and market position through use of the sales resource allocation grid. Market position means the strength of the company relative to competitors. It can be measured by market share, but should also reflect forecasts of future share. If competitor has just introduced a new product that will capture a significant share of the market, it is foolish to consider only your current share. Sales potential is the total forecasted sales for the product category.

The sales resource allocation grid provides insight not only in to the amount of activity needed in a particular segment, but also in to the strategy that should be used. For example, when the position is weak but potential is high, more activity should be directed to strengthening the position. Conversely, when potential is low but position is strong, either activity should be designed to increase sales potential or a minimum of activity should be engaged in order to maintain the position, as illustrate in below. Then based on the activity determined by position and potential, the numbers of sales people are calculated.

### **2.2.3 Industry Sales**

The industry trade associated association will often collect and publish total industry sales, although it usually does not list individual company sales separately, with information, each company can evaluate its performance against the whole industry, suppose a company's sales are increasing by 5 percent a year, and industry sales are increasing by operate .This company is actually losing its relative standing in the industry (Pride & Ferrell, 2005:184)

Another way to estimate industry sales is to by reports from a marketing research firm that audits total sales and brand sales. Nielsen media research audit retail sales is various product categories in super market and drug stores and sales the information about its total product-category sales as well as brand sales. It can compare its performance to the total industry or and particular competitor to see whether it's going or losing share (Kotler and Keller, 2006:131).

Beside estimated market potential and sales potential, a company needs to know the actual industry sales taking place in its market, This means identifying competitors and estimating their sales,(pride and Ferrell,2005:183)

### **2.2.4 Sales Forecast**

Richared (1994:274-75) explain what one firm expects to sell under specified conditions for the uncontrollable and controllable factors that affect the forecast is the sales forecast, or company forecast. With both market potential estimates and sales forecasts, it is necessary to specify some significant details: The product involved; the time period involved; the segment involved; controllable marketing mix factors; uncontrollable factors; and the unit of measurement.

According to Sherlekar (2004:98-99) sales forecast is an estimate of sales, in monetary or physical units, for a specified future period under a chosen marketing plan or program and under an assumed set of economic and marketing environmental forces (planning premises ) out side the business organization , for which the forecast or estimate is made. The forecast may be a specified item or merchandise (good

on sale) or for an entire line of products. Most business forecasts are economic. Sales forecasting is an important branch of an economic forecasting.

## **2.3 Approaches to the marketing and market share strategy**

### **2.3.1 Marketing practice**

The marketing practice helps organizations with complex business to business propositions to attract prospects, nurture opportunities, win deals and grow customers. Organized around a unique planning methodology, the company brings together a complete range of services under a single roof.

### **2.3.2 Marketing structure**

Kotler, and Armstrong, (2010:142) the business marketer normally deals with far fewer but far large buyers than the consumer marketer dose. Even in large business markets, a few buyers often account for most of the purchasing.

### **2.3.3 Market-share management strategies**

Market-share management strategies fall into four broad categories: (1) share building, (2) share maintenance, (3) share reduction, and (4) risk reduction.

#### **Share building**

The majority of companies that analyze their market position conclude that they are operating below their optimal market share. They are not exploiting their plant fully or have not been able to build a plant at the most economical size, - they are not quite large enough to achieve promotional and/or distributional economies; and they cannot attract the strongest talent. In sum, they see a higher market share as promising greater profitability without commensurately greater risk—indeed, often as reducing that risk.

Share-building strategies must be designed to meet several considerations—whether

1. the primary market is growing, stable, or declining,
2. the product is homogeneous or highly differentiable,
3. the company's resources are high or low in relation to its competitors' resources, and
4. There are one or several competitors and how effective they are.

## **Share maintenance**

In evaluating their market positions, some companies will find that they are in fact operating at an optimal share level. The cost or risk of increasing their share would cancel out any gains. On the other hand, a decline in their current share would reduce their profitability. These companies are intent on maintaining market share. Such organizations find, however, that stabilizing their share is almost as challenging as expanding it. Underdog competitors are constantly shipping away at the stable company's share. They introduce new products, sniff out new segments, try out new forms of distribution, and launch new promotions. One of the most annoying and common forms of attack is price cutting. The high-share company is always wrestling with the question of whether to meet price cuts and maintain its share or give up a little share and maintain its margins. If the high-share company maintains its prices, it loses share. If it loses more than it expects, it may discover that rebuilding costs more than the gains from holding prices.

In general, the best defense for maintaining market share is a good offense—product innovation, the same strategy that works so well for the underdog. A dominant company must refuse to be content with the way things are. It has to anticipate its own obsolescence by developing new products, customer services, channels of distribution, and cost-cutting processes.

A second line of defense is market fortification. The dominant company plugs market holes to prevent competitors from moving in.

A third and less attractive defense for share maintenance is a confrontation strategy. Here the dominant company defends its empire by initiating expensive promotional or price-cutting wars to discipline upstart competitors. It may even resort to harassment—pressuring dealers and suppliers into ignoring upstarts to avoid losing the dominant company's goodwill. Confrontation may work, but it is undertaken at some risk and contributes less to social welfare than would more innovative responses.

## **Share reduction**

Some companies analyzing the profitability and risk associated with their current market share may come to the conclusion that they have overextended themselves in the overall market or in certain

submarkets. Their large share puts them on the "hot seat" too often or includes too many marginal customers. These factors can lead the company to think about how to reduce its presence in the market. Share reduction calls for the application of general or selective de-marketing principles. De-marketing is the attempt to reduce, temporarily or permanently, the level of customer demand. It may be directed at the market or selected market segments.

It calls for reversing the normal direction of marketing moves: raising price, cutting back advertising and promotion, reducing service. It may involve more extreme measures such as reducing product quality or convenience features. In a period of prolonged shortages, these steps may be especially necessary.

Several high market-share companies have apparently used de-marketing to reduce their shares to less risky levels. In this period, the company has delayed reformulating its old brands (Prell and Head & Shoulders), has tried to introduce only one new brand (which was withdrawn twice from test markets), and has not attempted to "buy" back its share with heavy spending on advertising and promotion." It seems fair to speculate that Procter & Gamble's passive response to its decline in market share is deliberate; Companies can consider a number of measures to reduce the insecurity surrounding their high market share, including (1) public relations, (2) competitive pacification, (3) dependence, (4) legislation, (5) diversification, and (6) social responsiveness.

## **2.4 Market strategies**

The leader must constantly monitor the market because the challenger is constantly trying to take away market share. The market leader has three options to keep its market position: expand the total market, protect market share, or expand market share. Creating more usage, new uses, or users expands markets. Leaders can protect market share by monitoring their position and rushing to remedy any weaknesses. Continuous innovation is the best way to protect market share. When leaders become complacent with their products or services, it becomes easier for the challenger to make progress. In large markets, small increases in market share can translate into very large sales increases; a one-point gain in market share can be worth hundreds of millions of dollars.

The market challenger must attempt to gain market share from the leader. The challenger must have some sustainable competitive advantage to attack the leader's market share. The challenger can attack

other competitors through a direct attack by altering price, promotion, or distribution, or indirectly by diversifying or catering to underserved segments. Followers must keep quality high and prices low to maintain their positions. As Armstrong and Kotler (1999:142), point out the market follower must "find the right balance between following closely enough to win customers from the market leader but ... at enough of a distance to avoid retaliation."

Niche marketers have many options available to them. The company must find a niche that is safe and profitable. It must be large enough to sustain growth but small enough that it does not look attractive to the market's larger players. Targeting multiple niches is an option that offers the niche marketer a higher chance of survival because the firm is not dependent on one segment.

Across segments, attempts to affect market share take place across the four "P's" of the marketing mix: product, price, place, and promotion. However, there are instances in which increasing market share is not necessarily desirable. The costs to increase production, or improve the product, may not be covered by the incremental profits.

Market share is easily understood by most managers, employees, and shareholders; therefore, it is often used as a primary measure of success. It is critical to understand market share, how it is used to identify market participants, and how the different participants use it to determine their market strategy (Davenport, 2004: 28).

### **2.4.1 Marketing strategy**

According to Proctor (1996:20-21) To achieve its differential advantage, marketing management has to develop a marketing strategy and then design, construct and implement a marketing program to enable it to achieve its objectives. Marketing strategy consist of identifying customers to target, along to appropriate positioning of a product or service with respect to competitors' offerings in the market-place. The implementation of marketing program is facilitated through the marketing mix. Putting together a marketing strategy and an appropriate marketing mix requires a thorough understanding of customers, competitors and marketing environment. Marketing research along with a systematic marketing information system provide useful ways of obtaining the desired information.

Kumar (2001:71) stated in simple terms, marketing strategy of a firm is the complete and unbeatable plan or instrument designed specifically for attaining the marketing objectives of the firm. The marketing objectives will tell as where the firm wants to go; the marketing strategy will provide the design for getting there “Basically a company’s over all marketing strategy is its competitive posture in the market place. Formulating an overall marketing requires integration of all dimensions of the marketing effort”.

### **2.4.2 Customer relationship management**

Customer relationship management process involves four steps .these steps are to segment and profile the market, design communication strategy implement and evaluate. The first is to segment and profile the market. We create segments by grouping similar customers together, and segments are created by marketer for many different reasons. The second step, a communication strategy is designed. Typically, the strategy involves multiple channel of communication, channels such as direct mail, e-mail, print advertising, trade show, and even field sales efforts. The third step in to implement the strategy. In the example, a Campaign has used. A Campaign definite start and stop date. The mailers are sent out, the advertising runs, and so forth. Strategy through is broader than just one campaign. A customer relation management strategy would also include providing customer service personnel with segment information on each customer, along with appropriate level of service for that customer (Robert, 2006:284-85)

### **2.4.3 Pricing strategy**

According to Richard (1994:607). Their strategy was to set a price that would provide margins for retailers comparable to those of major regional brands. This margin should provide enough profit in this high-velocity consumer product for retailers to advertise and promote Yoplait in their local market.

Robert (2006:411) explain pricing strategy, the formulation of a sound pricing strategy requires consideration of demand and cost factors in a competitive environment approximating one of these market structures. A price strategy consists of a specific approach to achieve the pricing objective. Pricing objective might be

- To increase profitability by percent over the next year.
- To thwart the effort by competitors to gain foothold in the market.

- To get competitor to accept us as a price leader.
- To restore in a chaotic market.
- To increase market share.
- To smooth the seasonality of purchases

To achieve these outcomes, a pricing strategy capitalizes on the unique strengths of the enterprise and the opportunities in the market. Here are examples of price strategies.

- To gain market share by concentrating on small users served by our full-line distributor
- To build customer trust by reducing prices on products having highly visible cost reduction.
- To win customers from competitors by building items at a low total price, including item not carried by our rivals.
- To reduce inventory of displaced and remanufactured products without damaging brand image or trade relations.

Clearly, the execution of a sound price strategy involves effective product management, careful formulation of the communication mix, and appoints collaboration with channel partners. As the program is formulated, it is important to subject it to various tests of financial soundness, such as those in the previous section. In order to be able to develop sound pricing strategies, let's explore some of the managerial issues to be handled.

#### **2.4.4 Types of pricing objectives**

Ramaswamy and Namakumary (2002:512) A business firm will have a number of objectives in the area of pricing. Usually, some of these will be long-term while others will be short-term. Also, some will be primary objectives while others will be secondary. And all these objectives emanate from the corporate and marketing objectives of the firm.

Profit is one of the major objectives of pricing. Firms usually adopt profit optimization rather than profit maximization as the objective, as they consider optimum profit over a long period to be a sounder objective than maximum profits in the short-term. Obviously, optimum is a relative term here and its definition will vary from firm to firm. The firm must evolve a clear idea of the optimum from its perception of business realities and the objectives and standards it has set for itself.

According to (Sherlekar, 2004:250) A Variety of objectives may guide pricing decision.

- Growth in sales: A low price can be achieving the objective of increasing in sales volume. A low price not always necessary. A right price can stimulate the desired sales increase. In practice, price and non-price objectives are co-ordinate to produce the desired increase in sales. Competitive price, if used wisely, can secure faster increase in sales than any other marketing weapon.
- Market Share: price is typically one of those factors that carry the heaviest responsibility for improving or maintaining market share a sensitive indicator of customer and trade acceptance.
- Predetermined Profit Level: Return on Investment, say 20 to 25 percent is a common decision in marketing. Pricing for profit is the most logical of all pricing objectives.
- Meet or Follow Competition: Many firms desire the stabilization of price levels and operating margins as more important than the maintenance of a certain level of short-run profits. The price leader maintains stable prices in the industry. Follow the leader.
- Control Cash-flow: A principal pricing objective is to return cash as much as possible (the funds invested) within a given period. Investment in research and development, market development, promotion, etc., should pay back within a specified period. Capital expenditure on any project must be recovered within 5 to 10 years. A pay-back or cash-flow objective fits in easily with other corporate objectives.

#### **2.4.5 Evaluating Marketing environment**

The marketing environment has been defined in a variety of ways. For our purposes, however the definition that we will work with is that an organization's marketing environments made up of those forces that lie outside the organization and that exert some degree of influence upon the ways in which marketing management develops relationship with the firm's target markets. Within the environment there are two distinct components: the micro-environment and the macro-environment. The micro-environment is made up of those elements that are closest to the company and that exert the greatest and most direct influence over its ability to deal with its markets. This includes the organization itself, its suppliers, its distribution network, customers, competitors and the public at large. The macro-environment consists of the rather broader set of forces that have a bearing upon the company, including economic, demographic, technological, political, legal, social and cultural factors. Together, these elements of the environment combine to form what we can loosely refer to as the non-controllable

elements of marketing, which in many ways act as a series of constraints on the parameters within which the marketing planner is required to operate (Wilson, 2005: 118-129).

## **2.5 Competitive Environment and strategy**

### **2.5.1 Factor influencing competition**

According to Proctor (1996:94-100) Industries have distinctive idiosyncrasy of their own, and these idiosyncrasies alter over time. They are often referred to as the dynamics of the industry. No matter how hard a company tries, if it fails to fit in to the dynamics of the industry, ultimate success may not be achieved. Porter (1985) sees competition in an industry as being governed by five sets of forces.

#### **1. Rivalry among competitors**

Competition in an industry is more intense if there are many comparable rivals trying to satisfy the wants and needs of the same customers in the same market or market segment .Moreover, competition increases where industry growth is slow, costs are high and there is a lack of product differentiation.

High exit barriers from a market or industry contribute to increased competition. Firms may find difficult to get out of a business because of the relationship of the business with other businesses in which they are engaged. An organization may also have a considerable investment in asset which are used for the specific business and for which no valuable other use can be found. Less efficiency firms or any firm wanting to exit a market or industry can be helped to do so by other firms either acquiring their physical plant or assets or offering to service replacement parts to their customers.

Increase competition also exists when there is considerable diversity of competition, or when there are high strategic stakes. In addition, the relative cost structures of the various firms in the market have considerable bearing on the nature of competition. Moreover, a promising market attracts a high degree of competition as new entrants to a market try to establish themselves.

Rivalry competition can take many forms. Bases of competition include price, quality, service, warranties, advertising and innovation.

## **2. Bargaining Power of customers**

Customer can exert influence on producers. Where there is a small number of buyer, for example, or predominant/single buyer, the producer's opportunities for action are limited. In the situation where one customer accounts for a significant proportion of supplier's business, then that one customer can exert considerable influence and control over the price and quality of the products that it buys. Such firms can demand the highest specification in products. With tight delivery times (with just-in-time manufacturing, hence reducing their cost of raw material inventories), and customized products.

Many large companies operate as separate business centers, each with their own buyers. Where materials are used in many of the businesses, however, they take advantage of their buying power, negotiating as one company such raw materials as petroleum product, transport and vehicles. This gives them a competitive advantage over smaller competitor with less leverage.

## **3. Bargaining power of suppliers**

Suppliers can exert pressure by controlling suppliers. A powerful supplier is in a position to influence the profitability of a whole industry by raising prices or reducing the quality of the goods it supplies.

A firm that has few or only one potential supplier may have little control over the prices it pays for bought-in materials and components. It may also experience difficulty in controlling the quality of its raw materials and resources. If it is the only purchaser and constitutes an important part of the supplier's business, however, it is likely to have much greater control over both prices and quality. Where a supplier has strength, through its relative size, it may decide to 'move downstream' and compete with some or its customers.

## **4. The treat of new entrants**

The threat of new entrants can increase competitive activity in a market. Outsiders will be tempted to enter a make or an industry if they feel that the opportunity is sufficiently appealing in terms of profitability and sales. Markets which have grown to a substantial size become potentially attractive to large powerful firms, provided that the level of competitive activity enables them to achieve the kind of market share and profits and sales volume they expect.

This means that there is an incentive for firms already operating in market to make the prospects appear less attractive to would be entrants, by increasing the level of competitive activity.

## **5. The threat of substitute products or services**

It is not only completion from within the industry that must be considered, but also from other source (both in services and goods). When a product is new to a particular market, it acts as a substitute to the established and entrenched competitor. As the product gains market share, it becomes the target for other competitors and their products.

Completion varies at different stages of the product life cycle and also varies across industries. Those which start out highly concentrated sometimes eventually become fragmented. On the other hand, those that start off fragmented can become concentrated. Unfortunately, it is not possible to predict in advance which way the pattern is likely to develop. As a consequence, although the five forces identified by porter provide an explanation for the development of completion in an industry, market or market segment they may be difficult to use prescriptively.

### **2.5.2 Competitive Strategy**

According to Armstrong (2010: 450) no one strategy is best for all companies. Each company must determine what makes the most sense given its position in the industry and its objectives, opportunities, and resources. Even within a company, different strategies may be required for different businesses or products. Companies also differ in how they approach the strategy-planning process. Many large firms develop formal competitive marketing strategies and implement them religiously. However, other companies develop strategy in a less formal and orderly fashion.

Moreover, Tony Proctor (1999:105) a question of considerable general interest relates to how a business can maximize its profitability. Or at least can become the most profitable performer in its industry. Maximum profitability can, in principle; only be achieved in one of two ways: either by minimizing costs, or maximizing cost or by maximizing price. Thus any useful business strategy must aim to follow one or other of these aims: to be the lowest-cost producer or the highest-price seller.

### **2.5.3 Competitive Advantage**

Proctor (1996:102) Traditionally ,a competitor with a large dominant market share is thought to have a competitive advantage .This, it is argued ,arises from the well known effects of the experience curve and economics of scale in production ,R&D, administration marketing .etc . However, a realization of a competitive advantage may depend on the definition of the market. A business can segment the market in to smaller markets with particular needs (geographical, fast delivery, highest product specification or other factors) in choosing to focus on these needs; it can satisfy the requirements of this range of customers better than any of its competitors. The result is that it can then obtain a high market share within the smaller market.

According to William (1999:63) Competitive advantage means that a firm has a marketing mix that the target market sees as better than a competitor mix. A competitive advantage may result from efforts in different areas of the firm\_ cost cutting in production, innovative R&D, more effective purchasing of needed components, or financing for a new distribution facility. Similarly, a strong sales force, a well known brand name, or good dealers may give it a competitive advantage in pursuing an opportunity. Whatever the source, an advantage only succeeds if it allows the firm to provide superior value and satisfy customers better than some competitor.

### **2.5.4 Competitive Analysis**

According to William (2002:101) an organized approach for evaluating the strength and weakness of current or potential competitors' marketing strategies. A complete discussion of the possible approaches for competitor analysis is beyond the scope of the first market course. But we will briefly cover an approach that works well in many different market situations. The initial step in competitor analysis is to identify potential competitors. It's useful to start broadly and from the view point of target customers. Companies may offer quite different products to meets the same need, but they are competitors if customers see them as offering close substitutes.

William (1999:99) also explains an organized approach for evaluating the strength and Weaknesses of your current or potential competitor's marketing strategies. A complete discussion of the possible approaches for competitor analysis is beyond the scope of the first marketing course. But we will briefly cover an approach that works well in many different market situations.

The basic approach to competitor analysis is simple. You compare the strengths and weakness of your current (or planned) target market and marketing mix with what competitors are currently doing or are likely to do in response to your strategy.

## **CHAPTER THREE**

### **PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA**

This chapter mainly focused on the collection of data and its analysis in addition to interpretation which was being gathered from both business customers as well as marketing manager of Burayu packaging and printing industry.

Those data were obtained through questionnaire and interview. The questionnaire which encompassed both an open ended and close ended questions were being distributed to those business customers of Burayu Packaging and Printing Industry and also the interview was held with marketing manager of the company.

Among 300 customers of the company found around in Addis Ababa area, 100 were taken as a sample respondent. Thus, 100 copies of questionnaires were distributed to those customers of Burayu Packaging and Printing Industry and the student researcher has received (78) questionnaires which had been completed by those business customers. Thus, the actual sample size is 26% i.e. the number of participants to this study was  $78/300$  (26%) of business customers that can be taken as a dependable size in terms of representation.

### 3.1 General Characteristics of the respondent

The table 1 below reveals information about the general characteristics of the sample respondents include age distributions, sex distribution and educational level distribution

**Table I General Characteristics of the respondents**

No	Item	Respondent	
		No	percentage
1	Age		
	A. less than 20Years	5	6.5
	B. 21-30Years	15	19.3
	C. 31-41Years	28	35.8
	D. 41-51Years	20	25.6
	E. Greater Than 50	10	12.8
	Total	78	100
2	Gender		
	A. Male	57	73
	B. Female	21	27
	Total	78	100
3	What is your level of education?		
	A. Under 12	3	3.8
	B. 12 complete	6	7.6
	C. Certificate	8	10.3
	D. Diploma	25	32.1
	E. Degree &Above	36	46.2
	Total	78	100

According to data collected and analyzed as can be seen in the item 1 of table 1, among the total respondent 5(6.5%) are less than 20 years, 15(19.3%) of sample respondents 21-30 years, 28 (35.8%) customer found in the age range of 31-40, 20(25.6 % ) the respondent customers the age distribution of the 41-50 Years, 10(12.8 % ) of customer found in the age range of greater than 50 years. It implies more respondent responsible and matured and their work experience is rich also response with concern it use for study.

On the general characteristics questions in the above seen in the item 2 of table 1, among the total respondents 57 (73% ) are male and 21(27%) are females.

Regarding level of education of respondents 36(46.2%) of sample respondents Degree and above, 25 (32.1%) of the sample respondents; diploma level 8(10.3%) of the sample respondents certificate level 6(7.6%) of the sample respondents 12 complete; and 3(3.8%) are under 12, and. Based on the above data it implies majority of the respondents are well educated personnel.

Respondent education background majority diploma and degree holders it implies the respondents were well educated and have rational thinking and able to reply with concern.

**Table. II Customer response on staying to make business with BPPI, ownership status, business type and year of service**

No	Item	Respondent	
		No	percentage
1	How long have you been customer of BPPI?		
	A. 0-1 Years	5	6.41
	B. 2-3 Years	12	15.38
	C. 4-5 Years	8	10.26
	D. 6-7 Years	22	28.21
	E. 8-9 Years	24	30.77
	F. More than 10 years	7	8.97
	Total	78	100
2	The company owner ship status?		
	A. public	2	2.6
	B. Private	59	75.7
	C. Government	12	15.3
	D. Others	5	6.4
	Total	78	100
3	Types of business you operate now?		
	A. Food	27	34.61
	B. Soap & Detergent	23	29.49
	C. Garment & Textile	7	8.97
	D. Chemical & paint	4	5.13
	E. Shoe	3	3.85
	F. Flower	5	6.41
	G. Others	9	11.54
	Total	78	100
4	Years of service within your company?		
	A. 0-1 Years	5	6.41
	B. 2-3 Years	15	19.23
	C. 4-5 Years	16	20.51
	D. 6-7 years	15	19.23
	E. 8-9 Years	18	23.08
	F. Greater than 10 Years	9	11.54
	Total	78	100

Item 1 of table 2 above reveals about the number of years for which the customer have been staying with BPPI. Accordingly, 24(30.8%), 22(28.2%) and 7(9%) of them marked that they have been working with the industry for 8-9 years, 6-7 years more than 10year respectively. It has been also revealed that

8(10.2%),12(15.3%) and 5(6.5%) of them noted that they have been staying with the Industry for 4-5 years,2-3 years and less than a year respectively. This implies thus from the above figure we can understand most of the companies customers had got good knowledge regarding the company's product.

Regarding the company ownership status seeing that in item 2 of table 2, 59(75.7%) of sample respondents are private company, 12(15.3%) of sample respondents are governmental buyers others 5 (6.4%) of sample respondents are they need different packages and 2 (2.6%) of sample respondents are public institutions. As per the collection of the respondents data company's' make businesses from private and next to that government and others they would having need packaging products. It implies the company has strong relation to private company other than others.

According the data indicated on table 2 of item3 customers operate different business, out of the total respondents 27(34.61%)of sample respondents are operate food manufacture ; 23(29.49% ) are operate soap and detergent business; 9(11.54%) of sample respondents operate other areas of business ;7(8.97%)of sample respondents are operate Garment and textile,5(6.41%) of sample respondents are operate on flower farm; 4(5.13%) of sample respondents are operate chemical and paint; and 3(3.85%) of sample respondents are operate shoe manufacturer. This implies the company more work with food and soap manufacturers' so that the other industry orders are weak as per the customer's respond.

On the subject of item 4 of the same table18(23.08%) of the sample respondents are stay for 8-9 years; 16(20.51%) of the sample respondent customers stay for 4-5 years; 15(19.23%) of the sample respondents are given services for 6-7 years 15(19.23% ) of the respondents give services about 2-3 years, others 9(11.54%) of the sample respondents are stay in the company's customer greater than 10 years, and 5(6.14%) of the respondents stay in the company for 0-1 years. Accordingly, the above figure involve most of that company's customers have got more experience to make business.

**Table III. Products of the company and customer’s annual purchasing plan.**

No	Item	Respondents	
		No	Percentage
1	What types of product mainly you purchase from BPPI?		
	A. Carton Box	63	80.77
	B. Paper tube	2	2.56
	C. Cake Try	1	1.28
	D. Paper cone	3	3.85
	E. Egg Try	0	0
	F. Packet	7	8.97
	G. Label	0	0
	H. Others	2	2.56
	Total	78	100
2	Your annual packaging product purchasing plan per birr?		
	A. < 100,000	13	16.67
	B. 100,001-300,000	17	21.79
	C. 300,001-600,000	16	20.52
	D. 600,001-900,000	21	26.92
	E. 900,001 <	11	14.10
	Total	78	100

As revealed in item 1 of table 3 above respondents were asked to identify the specific product that they are mainly purchasing from BPPI. Accordingly, 63(80.08%) of them reacted that they purchasing carton box followed by 7(9%) buying packet, 3(3.8%), 2(2.6%), 2(2.6) and 1(1.3%) paper cone, paper tube, others, and cake try purchase respectively. This implies we can clearly understand that most of the respondents (i.e.63 or 80.08%) have purchased carton boxes also the company market strongly work on carton box market.

The respondents were also asked to report their annual purchasing plan per year. It has been depicted in item 2 of table 3 above 21(26.92 %), 17 (21.79%), 16(20.52%), 13(16.67%) and 11(14.10%) of them reacted that 600,001-900,000,100,001-300,000,300,001-600, 000,>100,000 and 900,001 < respectively. This implies over 48.8% of customers has a capacity to annual purchase plan greater than 600,000 birr.

### 3.2 Analysis of the finding of the study

This research is tried to study factor that affected market share of Burayu Packaging and Printing Industry from both customer in addition to from marketing manager of the company opinion. Thus in this section response from customer and company marketing manager are presented, analysed and interpret as follow.

**Table. IV. General View of customers in the direction of price, payment term and purchasing frequency.**

No	Item	Respondents	
		No	Percentage
1	How do you see BPPI price compared to competitors?		
	A. Very high	17	21.79
	B. High	31	39.74
	C. Medium	28	35.91
	D. Low	2	2.56
	E. .very Low	—	--
	Total	78	100
2	How do you see payment terms of BPPI?		
	A. Very good	9	11.54
	B. Good	15	19.23
	C. Medium	25	32.05
	D. Poor	18	23.08
	E. Very poor	11	14.10
	Total	78	100
3	How do you evaluate your purchasing frequency compared to competitor?		
	A. Very high	22	28.20
	B. High	28	35.90
	C. Medium	21	26.92
	D. Poor	7	8.98
	E. Very poor	—	—
	Total	78	100

Item 1 of table 4 above reveals about the respondents rating of BPPI's price as compared to the competitions. To this end, 31 (39.74%) and 17(21.79%) of them rated as high and very high respectively. However, 28(35.89%) and 2(2.56%) of them rated as medium and low respectively. This implies that 39.74% and 21.79% of the company customers are evaluate the company price high and very high. This is indicated that the company price is high relatively as customer evaluation.

As it is mention on the literature price is typically one of those factors that carry the heaviest responsibility for improving or maintaining market share a sensitive indicator of customer and trade acceptance.

Item 2 of table 4 above reveals on the subject of the respondents services of payment terms of BPPI shows that 25(32.05%) ,18(23.08%) and 11(14.10%) of them saying as medium ,poor and very poor respectively. although, 15(19.23%) and 9(11.54%) of them rated as good and very good respectively. This implies the company customers shows payment terms of the company not suitable for 69.23% and 30.77% of customers this indicated most of company customers are disagreed with company payment terms but the recent respondent customers they require additional payment terms regarding of this may be important to show other payment terms.

Regarding to evaluate purchasing frequency of customers compared to competitor by it self on table 4 of item 3 28(35.90%), 22(28.20%) of sample respondents saying high and very high respectively and also 21(26.92%) and 7(8.98%) of sample respondents saying medium and poor. This implies most of customers purchasing frequency is indicating 35.90% and 28.20% high and very high it shows customers have purchased packaging goods frequently.

**Table V. Customer's response about employees' responsiveness**

No	Item	Respondents	
		No	Percentage
1	How do you evaluate the promptness of BPPI employees in handling customer complaints?		
	A. Very good	15	19.23
	B. Good	14	17.95
	C. Medium	19	24.36
	D. Poor	16	20.51
	E. Very poor	14	17.95
	Total	78	100
2	How do you evaluate the frequently follow up BPPI sales people?		
	A. Very high	10	12.82
	B. High	13	16.67
	C. Medium	19	24.36
	D. Low	22	28.20
	E. Very Low	14	17.95
	Total	78	100
3	How do you evaluate the willingness of BPPI salesperson's readiness to serve customers?		
	A. Very good	10	12.82
	B. Good	16	20.51
	C. Medium	21	26.92
	D. Poor	19	24.36
	E. Very poor	12	15.38
	Total	78	100
4	How do you evaluate the company responsiveness to handle Customer does complain?		
	A. Very high	14	17.95
	B. High	16	20.51
	C. Medium	19	24.36
	D. Low	16	20.51
	E. Very low	13	16.67
	Total	78	100

As item 1 of table 5 reveals, customers were asked to evaluate the industry's promptness in handling customer complaints. Accordingly, 19(24.36%), 14(17.95%) and 15(19.23%) of them rated as medium, good and very good respectively. However 16(20.51%) and 14(17.95%) of them rated poor and very poor respectively. This implies that the company 20.51% and 17.95% of customers are evaluating the company's promptness customer handling as poor and very poor .This indicated that the company not able to work strongly on immediate response to compliant customers.

The 2<sup>nd</sup> item of table 5 in the above shows the respondent's rating of the industry's sales people follow up. In connection to this, 22(28.20%) and 14(17.95%) of them rated as low and very low respectively. On the other hand, 19(24.36%), 13(16.67%) and 10(12.82%) of them rated as medium, high and very high respectively. This implies 28.20% and 17.95% of customers are not satisfied by the follow up of sales peoples this indicated the sales persons are not motivated by company.

Item 3 of table 5 shows on evaluate the willingness of sales person readiness to serve customer, among the total respondents 21(26.92%), 16(20.51%) and 10(12.82%) of them rated medium, good and very good respectively. Then again 19(24.36%) and 12(15.38%) of them rated as poor and very poor respectively. This implies 24.36% and 15.38% of customers evaluated as poor and very poor.

The last item of table 5 indicates on evaluating the company responsiveness to handle customer's complain among the respondents 19(24.36%), 16(20.51%) and 14(17.95%) of sample respondents replied medium, high and very high respectively. Then also remaining respondents 16(20.51%) and 13(16.67%) saying low and very low respectively. This implies also the company responsiveness of customer handling is not fully organized as customer thought.

**Table VI. Customer's response on quality, order taking capability, producing according to customer satisfaction and keeping the delivery promising.**

No	Item	Respondents	
		No	Percentage
1	How do you evaluate the quality of the BPPI product compared to competitor's product?		
	A. Very high	21	26.92
	B. High	27	34.62
	C. Medium	18	23.08
	D. Low	10	12.82
	E. Very low	2	2.56
	Total	78	100
2	How do you evaluate the company order taking capability?		
	A. Very high	7	8.97
	B. High	14	17.95
	C. Medium	19	24.36
	D. Low	20	25.64
	E. Very low	18	23.08
	Total	78	100
3	How do you evaluate the company's capability of producing according to customer satisfaction?		
	A. Very high	10	12.82
	B. High	13	16.67
	C. Medium	23	29.49
	D. Low	20	25.64
	E. Very low	12	15.38
	Total	78	100
4	How do you evaluate keeping the delivery promising of BPPI compared to competitors?		
	A. Very high	7	8.97
	B. High	12	15.38
	C. Medium	23	29.49
	D. Low	22	28.21
	E. Very low	14	17.95
	Total	78	100

The first item of table 6 above presented customer's rating of the quality of the BPPI product as compare to the competitor's product. Accordingly, 18(23.08%), 27(34.68%) and 21(26.92%) of them rated as medium, high and very high respectively. Only 10(12.82%) and 2(2.56%) of them rated low and very low respectively. This implies majority of the respondents (i.e. 65-84 %) measure the quality of the product compare to competitors according to customer specification as medium, high and very high.

On the topic from item 2 of table 6 to show the respondent rating of the order taking capability as in detailed. In connection to this 19(24.36%), 14(17.95%) and 7 (8.97%) of them rated as medium, high and very high respectively. However, 20(25.64 %) and 18 (23.08%) of them rated low and very low respectively. This implies 25.64% and 23.08% of respondent customers saying low and very low according to those customer responses the company capability is less than to generated sales.

As revealed in item 3 of table 6 above respondents were asked to the BPPI capability of producing according to customer satisfaction. Accordingly, 23(29.49%), 13(16.67%) and 10(12.82%) of them rated as medium, high and very high respectively. However 20(25.64%) and 12(15.38) of them rated as low and very low respectively. This implies customer respondents 25.64 % and 15.38% are dissatisfied by the company performance.

Based on the item 4 of table 6 the respondents were also asked about keeping delivery promising of BPPI compared to competitor. To this end, 23(29.49%), 12(12.38%), and 7 (8.97%) of them rated medium, high and very high respectively. However 22(28.21%) and 14(17.95%) of them rated as low and very low respectively. This implies majority of the company customers evaluate about keeping promising aspect not capable enough to give the desired time in place of the customer requirement.

**Table VII Customers response on promotion, degree of keeping promise, delivery service efficiency.**

No	Item	Respondents	
		No	Percentage
1	How do evaluate the promotion of BPPI products?		
	A. Very high	6	7.7
	B. High	11	14.10
	C. Medium	15	19.23
	D. Low	20	25.64
	E. Very low	26	33.33
	Total	78	100
2	How do you evaluate the degree of keeping promise of BPPI?		
	A. Very high	9	11.53
	B .High	13	16.67
	C .Medium	22	28.21
	D .Low	19	24.36
	E. Very low	15	19.23
	Total	78	100
3	How do you evaluate the delivery service efficiency of BPPI compared to competitors?		
	A. Very high	14	17.95
	B. High	16	20.51
	C. Medium	20	25.64
	D. Low	16	20.51
	E. Very low	12	15.38
	Total	78	100
4	Based on your experience, do you want to continue business with BPPI?		
	A. Yes	51	65.38
	B. No	2	2.56
	C. I do not know	25	32.05
	Total	78	100

Customers were asked to evaluate the promotional practice of BPPI. Item 1 of table 7 reveals the customer reaction in that 20 (25.64%) and 26(33.33%) of them rated as low and very low respectively. Whiles

15(19.23%) are the middle, 11(14.10 %) and 6(7.7%) of them rated as high and very high respectively. This implies the company promotion is too weak.

Moreover, to present the degree of keeping promise of BPPI rating on table 6 of item 2 among the total respondents' 22(28.21%), 19(24.36%) and 15(19.23%) of them rated medium, low and very low correspondingly. Only 13(16.67%) and 9(11.53%) of them rated as high and very high respectively. This implies from the above figure we can observe that there is a gap among the expectation of customers and degree of keeping promising of the company.

On the delivery service efficiency of the company respond on item 3 of table 6 among the total customer respondents 14 (17.94%) replied as very high, 16(20.51%) of sample respondents said high, 20 (25.64%) of customer sample respondents replied as medium, 16 (20.51%) of sample respondents replied as low and 12 (15.38%) of sample respondents replied as very low.

Finally on the questioner rose about continuity business with BPPI among the total customer respondents 51(65.39%) answered yes, 2(2.56%) of sample respondents said no and the rest customer sample respondents replied I do not know to continue make business with the company. This implies majority of customers need to continue make business to BPPI but some of customers if they get choice to read to change new supplier.

Some respondents also made supplementary comments by stating on the open ended questions majority's states same comments for the raising questions of stated on the above then they respond detail different thought as they looked for long time in the company. They raise and comment different thought within the organizations those ideas are the company not keeping promise, not respond complaints immediately, to adjust payment terms, keep delivery time as per the promise, and also some of respondents request to adjust payment terms .

### 3.3 Data analysis for interview questions

- How do you measure the performance of sales?

According to marketing manager the company measure the performance of sales based on the comparison of the actual sales against the target sales for each month during the year. Moreover, the manager explain performance evaluation as an important tool for the assessment of the organization in over all functional activities against the pre determined objectives and standards, norms or expressed goals.

- What are the company promoting tools for high performing sales people?

The marketing manager responds on this raised questions stated above the company has used straight salary plan and special field monitory payment monthly based. In addition the manager said the salary has to be raised at specified interval at every year. The increment is varying based on the organization performance. This implies that the company does not implement the promoting tools like commission plan for high performance sales people.

- Do you believe the company possible to increase the market share?

In replying on this question marketing manager believe that there is a possibility to increase its market share the firm is to will expects improve toward different aspects of company producing, promoting ,distributing and pricing piece. It has a greater chance to increase market share. Currently the company has lion share for packaging companies. It implies the company is not address additional market and also customers is shifted their purchasing requests for different competitors.

- What are your company competitive advantages?

Accordingly, the marketing manager of BPPI revealed that the firm has still a leading position in the industries and its competitive advantages is relied on its personnel resource, high product quality, sound structure and system , consistency in supplying product and deliver in time to the customer.

- Finally raised question to marketing manager about ownership of company to give mainly order for BPPI he answered BPPI mostly work with private company's other than government, public and others institutions if they have need of packaging. This indicated most of government

companies evaluate the purchasing process mainly by price. As a rule government and public buyers prove first compare price it is the major evaluation method for purchasing goods by this cases our price not select by those company.

## CHAPTER FOUR

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

In this chapter summary of the major findings, the conclusions drawn from the study and the alternative solutions suggested to tackle the problems are presented.

#### 4.1 Summary of the Major Findings

- ❖ Regarding the respondents company ownership status 75.7% of them are private owned companies and 15.3% of respondents are government owned organizations.
- ❖ In relation to types of business operation 34.61% of the respondents declared that they food manufacturers: 29.49% of respondents are operate soap and detergent manufacturers others obtained by different businesses.
- ❖ Regarding the respondent mainly purchase from BPPI 80.07% customer respondents are purchase carton boxes and 9% of buyers purchase duplex boards.
- ❖ Regarding the response made by customers, to ward the price compared to competitors 21.79%, 39.74% and 35.89% of them rated that it is very high, high and medium respectively.
- ❖ In relation to respondents' rating of payment terms of the company 32.05%, 23.08% and 14.10% replied Medium, poor and very poor respectively.
- ❖ In order to respond to purchasing frequency of the customers compared to competitors 28.20%, 35.90% and 26.92% of them which is majority replied very high, high and medium respectively.
- ❖ The other information which is gathered from customer of the company related promptness of employees to handling customer complaints, 19.23%,17.95% 24.35% and 20.51% of them replied very good, good, medium and poor respectively the rest 17.95% said very poor.

- ❖ In relation to response made by customer toward frequently follow up of sales people 24.36%, 28.20% and 17.95% of them replied medium, low and very low respectively.
- ❖ The other information which is gathered from customers of the company in related to the willingness of sales person's readiness to serve customers, 12.82%, 20.51%, 26.92% and 24.36% of them respondents are replied as very good, good, medium and poor the rest 15.38% are very poor.
- ❖ Based on the respondent which is gathered the information from customers of the company responsiveness' to handle customer complain, 17.95%, 20.51%, 24.36% and the rest 20.51%, 16.67 are replied very high, high, medium and low then very low respectively.
- ❖ According to the quality of the product the response by made customers, 26.92%, 34.68% and 23.08% of them replied very high, high and medium respectively.
- ❖ In order to evaluating the company order taking capability the response made by customers majority of customers 24.36%, 25.64% and 23.08% replied as medium, low and very low respectively.
- ❖ In relation to response made by customers, toward the company's capability of producing according to customer satisfaction, majority of the respondent 29.49%, 25.64% and 15.38% replied as medium, low and very low respectively.
- ❖ Regarding to keeping delivery of promising of BPPI compared to competitor most of the respondents, 29.49%, 28.21% and 17.95% of customer respondents replied medium, low and very low in that order.
- ❖ The other information to gather about the promotion aspect of the company customer's responses said, 19.23%, 25.64% and 33.33% of respondent's medium, low and very low respectively.

- ❖ Based on the respondent which gathered the information from customers of the company about the degree of keeping promise, 28.21%, 24.36% and 19.23% of customer respondents rated medium, low and very low respectively.
- ❖ In relation to response made by customer toward the delivery service efficiency of the company, 17.94%, 20.51%, 25.64% and 20.51% of them rated very high, high, medium and low respectively.
- ❖ Based on customer experience respondents to continue or not business to the company, 51% of customer respondents are to be continue business to company, 25% of customers are they do not know to be continue business with company, the rest 2.56% of customers are not to continue business to the company.

## 4.2 Conclusions

Based on the summary of the major findings the following conclusion is drawn. Depending on the respondent replay to the questioners and marketing manager response to the structure and unstructured interview, considering the observations and going through the analyses part which is explained in word demonstrated in table it is concluded that:-

- As it can be seen in the previous chapter the company work mostly with of private companies. This shows that the company has lack of flexibility to work with government, public and other institution customers. Most of government, public and other institutions are select the suppliers by price.
- The study also indicated that the company price is very high relatively compared to competitors. As related to payment terms majority of the respondent reply point to not appropriate to work with the company. Those price and payment terms are the major competitive advantage to increase sales and market share.
- Most of customers were not happy with serving and promptness of employees in handling customer's complaint. This showed that BPPI employees are not motivated to serve customers. Accordingly customers explain about promptness of employees, follow up of sales people, readiness to serve customers has indicated majority says poor. The company product is industrial product for those products implement effectively select personal selling approach. On personal selling practice sales person are not motivated that is way the sales of the company decrease. However the company should use commission for the generating order based.
- Based on the finding majority of the respondents evaluate the over all order taking capability as decrease. In relation to the company's capability providing based on specification majority of respondents evaluate as medium, low and very low. From this we can assume that the company is not producing made to order products which really match need of its customers, which can not have creating long lasting relation for the mutual benefit of both parties.

- Majority of the respondents rated the company product quality as very high and high. As such the respondent has positive attitude about the quality of the product.
- From the information of the study it can be concluded that customers do not get orders on the promised delivery schedule. This indicating the customers turn out to be dissatisfied and it move forwards to other competitors.
- According to the data of the study it can be concluding that the company does not have advanced technology to take customers order makes effectively.

### 4.3 Recommendation

- The company should keep on giving equal attention for all order generous customers because more customers suggest to keeping promise at all. In this case the company expected to improve order taking capability and overall customer delightful activity because customers became to dissatisfied by different aspect. They see other option and reduce the market share gradually.
- Price is typically one of those factors that carry the heaviest responsibility for improving or maintaining market share a sensitive indicator of customer and trade acceptance and also payment terms play a great role to maintain customer relationship. The company should improve the price and payment terms to obtain different types of customers.
- The management should solve complain as much as possible, be proactive to raise complaint especially in its gives the promise to solve the complaint. Then the company implement motivation strategy to the sales people of the company to motivate.
- The management should use different motivational approach to maximize sales out put. As indicated by marketing manager of the company apply straight salary increment is yearly this approach may be not motivated the sales peoples it should be indicated un motivated sales staff in the company those are not compete to other motivated sales personals. The company is supposed to apply commission based increment by the performance of sales personnel's.
- The study indicated that most of customers evaluating the over all order taking capability, as decrease. This is one of factor that customer rose dissatisfied. If the firm is near its production capacity, an increase in market share might necessitate investment in additional capacity. If the company may not be use automate machines it must follow the industry development either the new entrant competitors obtained up-to-date machines the competition would be very strong. The company should be fast for using up-to-date machines well train clever workers.

- Based on the finding, majority of customers have good feelings for the quality of the products. Quality is one of the factors that lead to getting customer's satisfaction and market share. The company should continue to obtain customers' good will by the quality of the products.
- The management should follow a growth strategy designed to maintain a firm's position in rapidly expanding markets by investing equal to the industry average. The aim of the profit strategy is to maximize the utilization of resources and skills in order to increase market share. Market share often is associated with profitability and thus many firms seek to increase their sales relative to competitors. However, the company should be getting competitive advantage to be continuing greater market share first, should be conduct the industry demand and supply gap and it can be predict the future industry market growth and expand the company capacity as per the growth rate.
- Finally, this study is not an end in the area of market share so the student researcher recommended that further study be made in the area because , it has a significant influence on the stability of the company .

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# Appendices

**Appendix A**  
**St.Mary's University College**  
**Faculty of Business**  
**Department of Marketing Management**

Questionnaire is to be filled by customers of Burayu Packaging & Printing Industry (BPPI). The objective of this questionnaire is to make a study under the title "Factor that affect market share of Burayu Packaging and printing industry". The study is conducted as partial requirements for the B.A degree in Marketing Management from St. Mary's University College.

Your answers for this questionnaire are very important to get the true picture of the market share of BPPI in that packaging industry. The study is solely conducted for academic purpose and thus the researcher ensures the confidentiality of the information. Therefore, kindly request you to be honest and careful in answering each of the questions.

- No need of writing your name.
- Put a X mark in the box of your choices.

Thank you,

**1. Personal information.**

**1.1 Age**

- A. Less than 20 years       B. 21-30 years       C.31-40 years   
D.41-50 years       E. Greater than 50

**1.2 Gender**

- A. Female       B .Male

**1.3 What is your level of education?**

- A. under 12       B. 12 complete       C. Certificate   
D. Diploma       E. Degree and above

**1.4. How long have you been customer of BPPI?**

- A. 0-1 years       B.2-3 years       C.4-5 years   
D. 6-7 years       E.8-9 years       E. Greater than 10 years

1.5. The company ownership status?

- A. Public  C. Government   
B. Private  D. Others

1.6. Types of business you operate now?

- A. Food  B. Soap & Detergent  C. Garment & Textile   
D. Chemical & paint  E. Shoe  F. Flower  G. Others

1.7. Years of service with in your company?

- A. 0-1 years  B. 2-3 years  C.4-5 years  D.6-7 years   
E. 8-9 years  F. Greater than 10 years

1.8 .What types of product mainly you purchase from BPPI?

- A. Carton Box  B. Paper tube  C. Cake Try  D. Paper cone   
E. Egg Try  F. Packet  G. Label  H. Others

1.9 Your annual packaging product purchasing plan per birr?

- A. < 100000  B. 100,001 -300,000  C.300, 001-600,000   
D. 600, 001-900,000  E. 900,001 <

## 2. Information related with the study

2.1 How do you see BPPI price compared to competitors?

- A. Very high  B. High  C. Medium  D. Low  E. Very low

2.2. How do you see payment terms of BPPI?

- A. Very Good  B. Good  C. Medium  D. Poor  E. Very poor

2.3 How do you evaluate your purchasing frequency compared to your competitor?

- A. Very high  B. High  C. Medium  D. Low  E. Very low

2.4. How do you evaluate the promptness of BPPI employees in handling customer complaints?

- A. Very Good  B. Good  C. Medium  D. Poor  E. Very poor

2.5 How do you evaluate frequently follow up of BPPI sales people?

- A. Very high  B. High  C. Medium  D. Low  E. Very low

2.6 How do you evaluate the quality of the product BPPI compared with competitor's product?

- A. Very High  B. High  C. Medium  D. Low  E. Very low

**2.7.** How do you evaluate the willingness of BPPI sales person's readiness to serve customers?

A. Very Good  B. Good  C. Medium  D. Poor  E. Very poor

**2.8.** How do you evaluate the delivery service efficiency of BPPI compared to competitors?

A. Very High  B. High  C. Medium  D. low  E. Very low

**2.9** How do you evaluate keeping the delivery promising of BPPI compared to competitors?

A. Very High  B. High  C. Medium  D. low  E. Very low

**2.10** How do you evaluate the company overall order taking capability of BPPI?

A. Very High  B. High  C. Medium  D. low  E. very low

**2.11** How do evaluate the BPPI's capability of producing according to customer satisfaction?

A. Very High  B. High  C. Medium  D. Low  E. very low

**2.12** How do you evaluate the company responsiveness to handle customer's complain?

A. Very High  B. High  C. Medium  D. Low  E. Very low

**2.13** How do you evaluate the promotion of BPPI products?

A. Very High  B. High  C. Medium  D. Low  E. Very low

**2.14** How do you evaluate the degree of keeping promise of BPPI?

A. Very high  B. High  C. Medium  D. Low  E. Very Low

**2.15** Based on your experience, do you want to continue business with BPPI?

A. Yes  B. No  C. I do not know

**2.16** Based on your experience, what advise to improve BPPI service to satisfy the customer?

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**2.17** Finally if you have any kind of additional comments please try to mention shortly?

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ለቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ  
ቢዝነስ ፋክልቲ

የማርኬቲንግ ማኔጅመንት ትምህርት ክፍል

ይህ መጠይቅ የተዘጋጀው በቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ በገበያ አስተዳደር ለመጀመሪያ ዲግሪ የማግኛ ጥናት ለማዘጋጀት ነው። የመጠይቁ ዓላማ የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪ የገበያ ድርሻ ችግር የገጠመበትን ምክንያት ለማጥናት ነው።

የርስዎ ምላሽ የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪን የገበያ ድርሻ ትክክለኛ መልክ ከሌት ተወዳዳሪዎች አንጻር የሚያመለክት ነው። ጥናቱ የሚጠቅመው ለትምህርት ክፍል ለማግኛነት ሲሆን መረጃው የተጠበቀ ሆኖ የሚቀር ነው ። ስለዚህ መልሶ ጥንቃቄ የተሞላበትና ውነተኛ ንዲሆን በአክብሮት ጠይቃለሁ።

-በዚህ መጠይቅ ስም መጻፍ አስፈላጊ አይደለም ።  
-የተዘጋጀው ሳጥን ውስጥ ትክክለኛ መልሶችን የ X ምልክት በመረጡት መልስ መስጫ ሳጥን ውስጥ ያስቀምጡ ።

1.ይህ መጠይቅ የርሶዎን የግል ሁኔ የሚጠይቅ በመሆኑ ተገቢውን ምላሽ ንዲሰጡን ንጠይቃለን።

1.1 ያ  
ሀ. ወንድ  ለ. ሴት

1.2 ድሜ  
ሀ.ከ 20 አመት በ ች  ለ.21-30  ሐ.31-41አመት  መ.41-50አመት   
ሠ.ከ 41-50  ረ.ከ 50 በላይ

1.3 የትምህርት ደረጃዎ ቢነግሩን  
ሀ. ከ 12 በ ች  ለ. 12 ያጠናቀቀ  ሐ. ሰርተፊኬት   
መ. ዲፕሎማ  ሠ. ዲግሪና ከዚያ በላይ

1.4 የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪ ደንበኛ ከሆኑ ምን ያህል ግዜ ሆኖት?  
ሀ. 1 አመት  ለ. 2-3 አመት  ሐ.4-5 አመት  መ.6-7 አመት   
ሠ. 8-9 አመት  ረ. ከ10 አመት በላይ

1.5 የድርጅቱ የባለቤትነት መብት

- ሀ. የሕዝብ
- ለ. የግል
- ሐ. የመንግስት
- መ. ሌላ

1.6 የም መርቱት የምርት አይነት ምንድን ነው?

- ሀ. ምግብ ነክ
- ለ. ሳሙናና የሳሙና ወጤት
- ሐ. የጨርቃጨርቅ ውጤቶች
- መ. ኬሚካልና ቀለሞች
- ሠ. የጫማ ውጤቶች
- ረ. የአበባ ውጤቶች
- ሰ. ሌሎች

1.7 ምን ያህል አመት በድርጅታዎ ውስጥ ስርተዋል

- ሀ. 1 አመት ያህል
- ለ. 2-3 አመት
- ሐ. 4-5 አመት
- መ. 6-7 አመት
- ሠ. 8-9 አመት
- ረ. ከ 10 አመት በላይ

1.8 በዋናነት ከቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪ የሚገዙት ምርት ምንድን ነው?

- ሀ. ከርቶን
- ለ. ፔፐር ትዩብ
- ሐ. ኬክ ትሪ
- መ. ፔፐር ኮን
- ሠ. የ ንቁላል መያዣ
- ረ. ፓኬት
- ሰ. የ ተመ ወረቀት
- ሸ. ሌላ

1.9 አመ ዊ የማሸጊያ ምርት የግዢ ፕላናቹ በብር ምን ያህል ይሆናል?

- ሀ. <100000
- ለ. 100001-300000
- ሐ. 300001-600000
- መ. 600001-900001
- ሠ. ከ 900000 በላይ

2. ከጥናቱ ጋር ተያያዥነት ያለው መጠይቅ

2.1 የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪን ዋጋ ከተወዳዳሪዎች አንጻር ንዴት ይመለከቱ ል?

- ሀ. በጣም ከፍተኛ
- ለ. ከፍተኛ
- ሐ. መካከለኛ
- መ. ዝቅተኛ
- ሠ. በጣም ደከማ

2.2 የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪን የአከፋፈል ሁኔ ንዴት ይመለከቱ ለ ?

ሀ.በጣም ጥሩ  ለ. ጥሩ  ሐ.መካከለኛ  መ.ደከማ  ሠ.በጣም ደከማ

2.3 የርሶን የግዢ ድግግሞሽ ከተወዳዳሪዎቻ አንጻር ንዴት ይገመግሙ ለ?

ሀ.በጣም ከፍተኛ  ለ.ከፍተኛ  ሐ.መካከለኛ  መ.ዝቅተኛ  ሠ.በጣም ዝቅተኛ

2.4 ድርጅቱ የደንበኞችን ቅሬ የመመለስን የማስተናገድ ፍጥነቱን ንዴት ይገመግሙ ል?

ሀ.በጣም ጥሩ  ለ. ጥሩ  ሐ.መካከለኛ  መ.ደከማ  ሠ.በጣም ደከማ

2.5 የሽያጭ ስራተኞችን የስራ ክትትል ንዴት ይገመግሙ ለ?

ሀ.በጣም ጥሩ  ለ. ጥሩ  ሐ.መካከለኛ  መ.ደከማ  ሠ.በጣም ደከማ

2.6 የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪን የምርት ጥራት ከተወዳዳሪ ኩባንያ ምርት ጋር ንዴት ያነጻፀሩ ል?

ሀ.በጣም ከፍተኛ  ለ.ከፍተኛ  ሐ.መካከለኛ  መ.ዝቅተኛ  ሠ.በጣም ዝቅተኛ

2.7 የሽያጭ ስራተኞችን ፈቃደኝነትና ደንበኞችን የማስተናገድ ዝግጁነት ንዴት ይገመግሙ ል

ሀ.በጣም ጥሩ  ለ. ጥሩ  ሐ.መካከለኛ  መ.ደከማ  ሠ.በጣም ደከማ

2.8 የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪን ምርትን ወደ ደንበኛ የማድረስ ብቃት ከተወዳዳሪ አንጻር ንዴት ይገመግሙ ል?

ሀ.በጣም ከፍተኛ  ለ.ከፍተኛ  ሐ.መካከለኛ  መ.ዝቅተኛ  ሠ.በጣም ዝቅተኛ

2.9 የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪን ምርትን ወደ በገቡት ቃል መሰረት የመስረከብ ብቃት ከተወዳዳሪ አንጻር ንዴት ይገመግሙ ል?

ሀ.በጣም ከፍተኛ  ለ.ከፍተኛ  ሐ.መካከለኛ  መ.ዝቅተኛ  ሠ.በጣም ዝቅተኛ

2.10 የድርጅቱን የስራ ትዕዛዝ የመቀበል አቅም ንዴት ይገመግሙ ል?

ሀ. በጣም ከፍተኛ  ለ. ከፍተኛ  ሐ. መካከለኛ  መ. ዝቅተኛ  ሠ. በጣም ዝቅተኛ

2.11 ድርጅቱን የደንበኞችውን ርክ በመጠበቅ የማምረት አቅሙን ንዴት ይገመግሙ ል?

ሀ. በጣም ከፍተኛ  ለ. ከፍተኛ  ሐ. መካከለኛ  መ. ዝቅተኛ  ሠ. በጣም ዝቅተኛ

2.12 ድርጅቱ የደንበኞችን ቅሬ በአግባቡ የማስተናገድ አቅሙን ንዴት ይመዘኑ ል?

ሀ. በጣም ከፍተኛ  ለ. ከፍተኛ  ሐ. መካከለኛ  መ. ዝቅተኛ  ሠ. በጣም ዝቅተኛ

2.13 የቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪን ምርትን የማስተዋወቅ ሥራ ንዴት ይገመግሙ ል?

ሀ. በጣም ከፍተኛ  ለ. ከፍተኛ  ሐ. መካከለኛ  መ. ዝቅተኛ  ሠ. በጣም ዝቅተኛ

2.14 ቡራዩ ፓኬጂንግና ፕሪንቲንግ ኢንዱስትሪ የገባውን ቃል የመጠበቅ አቅም ንዴት ይገመግሙ ል?

ሀ. በጣም ከፍተኛ  ለ. ከፍተኛ  ሐ. መካከለኛ  መ. ዝቅተኛ  ሠ. በጣም ዝቅተኛ

2.15 ከዚህ ቀደም ባሉት የስራ ልምድ ከድርጅቱ ጋር በስራ ግንኙነት መቀጠል ይፈልጋሉ?

ሀ. አዎ  ለ. አይደለም  ሐ. ኔ አላውቅም

2.16 ከዚህ ቀደም ባሉት የስራ ልምድ ደንበኞችን ለማረከት አገለግሎቱን ንድናሻሽል ይመክራሉ

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2.17 በመጨረሻ ማንኛውም ዓይነት አስተያየት ከልዎት በአጭሩ ይግለጹ ?

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Appendix B

**St.Mary's University College**

**Faculty of Business**

**Department of Marketing Management**

1. How do you measure the performance of sales?
2. What are the company promoting tools for high performing sales peoples?
3. Do you believe the company possible to increase the market share? If your answer yes. How?
4. What are your company competitive advantages?
5. Which ownership status companies work with BBPI?

**SUBMISSION APPROVAL SHEET**

The undersigned, declare that this senior essay is my original work prepared under the guidance of my advisor Ato Terefe Feyera.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Date of submission \_\_\_\_\_

**ADVISOR DECLARATION**

This paper has been submission for examination with approval as the university college advisor

Name \_\_\_\_\_

Signature \_\_\_\_\_

Date of submission \_\_\_\_\_