ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

FACTORS AFFECTING SALES PERFORMANCE OF HEINEKEN IN ETHIOPIA

BY –Dawit Shewangizaw

May, 2018

Addis Ababa

Ethiopia

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ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MARKETING MANAGEMENT

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ENDORSEMENT

This is to certify that *DAWIT SHEWANGIZAW* carried out her thesis on **"FACTORS AFFECTING SALES PERFORMANCE OF HEINEKEN IN ETHIOPIA"** and submitted in partial fulfillment of the requirements for the award of the degree of Masters of Art in Marketing Management at St. Marry University with my approval as university advisor.

Signature: _____   Date: _____

Mesfin Workineh (PhD) – Advisor

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ACRONYMS

RTM – Route to Market

SKU- Stock keeping unit

SPSS- statistical package for social science

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ABSTRACT

This study had examined factors affect sales performance of Heineken beer in Ethiopia. Primary data were collected using questionnaires from the outlet owners to find out the factors behind the Sales performance of Heineken beer and then collected from 357 respondents consisting of the outlet owners who were chosen using a combination of cluster and simple random methods. The data collected were carefully edited, coded, encoded using spreadsheet, and analyzed by using SPSS version 23. The results of the analyses revealed that product quality, Product price, Route to market (RTM), Sales promotion and competitor's reaction were identified by the outlet owners as key factors determining the sales performance of Heineken beer. In accordance with existing empirical literature the results of the present study have supported the established relationship between sales performance of Heineken beer and factors. The result of the regression analysis showed that the identified factors (product quality, Product price, Route to market (RTM), Sales promotion and competitor's reaction) have significant relationship with sales performance of Heineken beer. According to their respective magnitude, Sales promotion have the strongest positive relationship and RTM have relatively lower positive impact on sales performance of Heineken beer. Competitor's reaction is the only factor with a negative relationship with the sales performance of Heineken beer. With these findings, the study provides many implications to boost the sales performance of Heineken beer

Key Words; Sales performance, Product Quality, Product Price, RTM, Sales promotion and Competitors Reaction.

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CHAPTER ONE

INTRODUCTION

This chapter consists of nine sections which was briefly describe the background, statement of the problem, research questions, aim and objective, significance, scope, limitation, research plan and definitional of the terms used in the study respectively.

1.1 Background of the Study

Sales performance is a set of business activity like selling a product or service in order to make the company met its mission and get the appropriate benefit big time. Successful sales performance is critical to any revenue-based organization. An organization that consistently misses its sales goals may be forced to reduce operations or even go out of business. That's why it is critical for any struggling sales organization to quickly identify factors for poor and great sales performance and act upon them.

Sales performance can be affected negatively by Poor Sales Forecasting, Poor Individual Performance, Sagging economy and bad channel strategy. A poor economy, such as a recession, can cause a dramatic drop in sales. The sales forecast might have been tied to a splashy marketing campaign that failed, or consumers simply did not take a new product offering the way management expected. Poor individual performance can also affect sales. Salespeople and sales managers must be held accountable for meeting aggressive yet reasonable goals. A poor sales pipeline can also negatively impact sales performance. Sales organizations pressured to show immediate sales often focus on the back end of the sales pipeline where the deals are closed.

Regardless of the above possible factors, this study focused on the below 5 points which are Price, product quality, sales promotion, competitor's reaction and RTM or channel strategy b/c of the below points.

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- Pricing products is an integral part of selling. Salesmen have little to do with actually setting prices, but they should understand their firm's pricing policies so that they can show the customer he is getting good value for his money. Pricing policies vary considerably from seller to seller and are influenced by a number of factors: the type of selling organization, the type of product handled the firm's customers, the firm's competitors and the general economic environment (Wingate, 1969).

- The company's product is the core element in the marketing mix as it provides the functional elements that are received by the customer. The product itself was be one of the main drivers of a consumer's decision whether to purchase a certain vehicle and therefore has a major effect on sales. (Op.cit, 2005).

- Promotion is the final aspect of the marketing mix, dealing with the customer awareness and relation to the product and the brand. Decisions are made with respect to the promotional mix, which involves advertising, personal selling, sales promotion, direct marketing, and Internet and online promotion. In the automotive industry promotion is taken as a serious subject and usually, all manufacturers have specially designed marketing departments that work closely together with other departments to tackle these tasks (Op.cit, 2005).

- Competitors reaction can highly affect the sales volume for example in the last year Walia beer was running UTC(under the crown promotion) on this season the market share of HEINEKEN was increased by 10% as we can see the shares comes from the competitors one in the meantime they launched x-mass gift to get back their market share.

On 15 February Gerard Adrian Heineken buys De Hooiberg ('the Haystack') brewery in Amsterdam. An entrepreneurial Innovator and one of the most successful businessmen of his time, he found the business based on the values they are still present today: Enjoyment, Respect, and Passion for quality.this brewery has been roasting for the last 150 year and now we are in Heineken breweries in Ethiopia with acquiring two breweries which are Bedele and Harar brewery.

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The beer HEINEKEN was produced on June 30, 2015, in Ethiopia the first time and it was launched to the consumer with a premium price as the beer is international beer. As the strategy when it enters the market did not find a segment with high quality and peoples with a passion for the quality it was sold at an expensive price.

As the sales of this single international brand have been fluctuating with different reasons which are both internal and external I was interested to find out the factors which are positive to the sales performance and in the other hand which things go wrong in the operational layout.

The study was concentrate on the market in Addis Ababa which are the big market share holder for HEINEKEN sales volume about 60% of the total country sales.

1.2 Statement of the Problem

This study was focus on the factors which was influence the sales performance of Heineken beer in Ethiopia market. As the world becomes stiffer in computation in the beer industry company needs to assess factors which was affect the sales performance as the companies need to have a growing market share and revenue.for example, nowadays may advertisement, sales promotions, price discounts, and computation are acting in order to maximize the sales volume so in order to be the leading market share of the industry a company needs to check where the above are fulfilled and acted accordingly.This study was provide to the practical world in a way to distinguish the internal and external factors affecting the sales volume not only identification but also a correlation if exists b/n the listed number of factors with the priority of effect.

As the theories say there are two categories of facts affecting sales volume which are external and internal but they need to make a clear and detailed way of execution. For example, if the economic scale of a community is very low and the culture of the peoples to buy a new product is pure if you bring a new product with high price the effect was be both internal and external.

1.3 Reseach questions

Main Question

What are the factors which affect the sales performance of the Beer Heineken in Addis Ababa market?

Sub-questions

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The sub-questions are listed below.

- Does price affect the sales volume
- How the product quality affect the sales volume
- How does sales promotion affect the sales volume
- Does competitors reaction affects the sales volume
- Do the RTM (Route to market) and channel strategy affects the sales volume

1.4 Aim And Objective

The Aim of the study identifies factors which affect the sales performance of the Beer Heineken in Addis Ababa market

Objectives of the study

- To explore price effect the sales volume
- To explore product quality effect on sales volume
- To explore promotional tool used effect the sales volume
- To determine competitors reaction effect on sales volume
- To determine the performance level of RTM.

1.5 Scope of the Study

The study was focus on the factors which affect the sales performance. As we know there are two main factors affecting the sales performance which are internal and external factors from the internet I choose price, product quality, promotional tools used and RTM or Channel strategy and from external factors I choose competitors reaction effect on sales volume of Heineken in Addis Ababa market in the different sub city consumers with a sample size of 300 consumers and the analysis was be quantitative analysis.

1.6 Significance of the study

After this study is completed Heineken brewery can find out the most influential factors for sales drop and pick in the market and the remedial solutions for each problem also other researchers which was work on factors affecting sales performance can also use this study.

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Beside the above beneficiaries also a global campanes who decide to enter the Ethiopian market can also you this guide how an international beer is perceived and positioned in the consumes mind in order to have a perfect market share on the desired time frame.

1.7 Limitation of the Study

As the study was concentrate on Addis Ababa Market clustering the consumers using the sub-city may not be very reliable in segmenting the target population as the product we need to analysis is an international quality beer the price is high also HEINEKEN Ethiopia runs a strategy to make available this product in selected outlets.

1.8 Definition of Terms

Sales volume:- The quantity or number of products sold or services provided by a company in a particular period of time. This figure is monitored by investors to see if a business is expanding or contracting. Within a business, sales volume may be monitored at the level of the product, product line, customer, subsidiary, or sales region. This information may be used to alter the investments targeted at any of these areas.(The impact of price changes on volume sales of alcoholic beverages in Sweden,2006–2013 Per Hortlund++ Oana Mihaescu)

A business may also monitor its break-even sales volume, which is the number of units it must sell in order to earn a profit of zero. The concept is useful when sales are contracting, so that management can determine when it should implement cost reductions. This can be a difficult concept to employ when there are many different products, and especially when each product has a different contribution margin.

The sales volume concept can also be applied to services. For example, the sales volume of a consulting firm may be considered the total number of hours billed in a month.(Factors Affecting Sales Performance by Robert Lee; Updated September 26, 2017)

Product Quality:- the quality of a product or service refers to the perception of the degree to which the product or service meets the customer's expectations. Quality has no specific meaning unless related to a specific function and/or object**.** Generally, it can be said that product is of

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satisfactory quality if it satisfies the consumers/user. The consumer was buy a product or service only if it suits his requirements.

Therefore, consumers' requirements are first assessed by the marketing department and then the quality decision is taken on the basis of the information collected. Although we have described the virtues of quality one basic question needs be answered: What is quality and who decided what quality?

Promotional tools:- are tactics or activities you plan and execute to persuade consumers to buy your products or services. As a consumer, you likely partake of these activities yourself without realizing it; as a businessperson on the selling side, finding effective tools is challenging. Promotion is the aspect of marketing that involves delivery of company, brand or product messages to target customers. Several tools are used by companies to aid the delivery of both paid and unpaid promotional methods. Each tool contributes a different way to reach customers and achieve communication objectives.(Effects of Premium Sales Promotions on Consumer Behavior Case study – Gaya Cosmet Bagozzi and Silk 1983; Bettman 1979)

Competitors analysis:- Identifying your competitors and evaluating their strategies to determine their strengths and weaknesses relative to those of your own product or service. A competitive analysis is a critical part of your company marketing plan. the strategic technique used to evaluate outside competitors. The analysis seeks to identify weaknesses and strengths that a company's competitors may have, and then use that information to improve efforts within the company. An effective analysis was first obtain important information from competitors and then based on this information predict how the competitor was react under certain circumstances(Syeda N.Z and Sadia M (2011). Impact of sales promotion on organizations' profitability and consumer's perception in Pakistan. Interdisciplinary journal of contemporary research inbusiness).

Routes to market:- Your route to market is how you sell your product and how you plan your sales. It's one of the most important things to get right: if you don't sell the way your customers want, they won't buy your product. Your route to market needs to be suited to your customers - to how they shop, where they shop and where they'll see your product. It also needs to match your budget and your ability to distribute your product. If your route requires product delivery, for example, look at how much it'll cost as well as if you can realistically manage the speed and

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reliability you want to promise customers - and the logistics(Lamb, Charles W.; Hair, Joseph F.; McDaniel, Carl (2008)."Promotion and CommunicationStrategies". Marketing (10th ed.). Cengage Learn).

It also contains where you sell your product straight to the customer, without a middleman - through your own website, door-to-door, using direct marketing or advertising, or through your own shop. It's good for when you need to explain complex products to consumers. It lets you use your selling skills, build a personal relationship with the customer and get direct feedback. But it requires more staff and higher travel costs. It's usually more suited to complex products and packages and making personal contact with an important customer for the first time(Beard, T.r., Gant, P.A., Saba, R.P. (1997) Border-crossing sales, tax avoidance, and state tax policies: An application to alcohol. Southern Economic Journal.)

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

This chapter was discuss on theoretical review and the empirical review beside with the conceptual framework construction and summarised performed actions.

5-P Sales Model:- This basic model was defined as "Product Pushing through Personality, Persistence, and Price." This was the land of the "born salesman." These people had an engaging personality and tenacious persistence. With a low price and playing a simple numbers game, they could make sales. Even today, people wake up in the morning and decide to go into selling with few or no skills. For them, mental conditioning is a must.

To use Salesforce to effectively drive sales, you need to consider more than just your data. Certainly Leads, Campaigns, Accounts, Contacts, Activities, and Opportunities was need to be recorded. To use Salesforce to drive sales it helps to think in the context of the 5 Ps.
(Robert Lee, 2017)

- Preparation
- Plan
- Process

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- Production
- Performance

Preparation

It is essential before you start your planning that you have done your research about your competitors, partners, prospects, and customers. Plans need to be informed by the bigger picture to ensure they are viable.

- Plan

There are are a number of plans that need to be created, documented, socialized and managed in Salesforce.

- Marketing Plan – Strategy for getting enough qualified Leads into the sales pipeline to ensure success.
- Sales Plan – Strategy to sell to strategic accounts, existing accounts, and new accounts.
- Delivery Plan – Strategy to ensure you have enough products and services to fulfill the planned sales
- Support Plan – Strategy to keep customers more than satisfied and ensure they stay with you.

- Process

There are a number of processes that need to be created, documented, socialized and managed in Salesforce.

- Lead Process – The stages that a Lead goes through to be processed by the marketing team. For example "Open", "Contacted", "Qualified", "Unqualified" before the Lead get to be sent to Sales. Some considerations are: where did the Lead come from? Was the Lead generated as part of the campaign? Who should progress the Lead? What are the minimum criteria for a Marketing Qualified Lead (MQL)? How was you convert the Lead into a Contact, Account, Opportunity, and follow up tasks for Sales? How to nurture a Lead that is not ready to buy yet? How to score Leads based on their

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behavior so you can focus on the most promising Leads? Do I need Marketing Automation? and do I need multiple different lead processes?

- o Sales Process – The Stages that an Opportunity goes through to progress to a Sale. For example "Prospect", "Meeting","Estimate","Proposal", "Contract", "Negotiation","Closed-Won" or "Closed-Lost". Some considerations are: What is the likely dollar Amount of the Opportunity? Why are the people that was influence the sale? What is the % probability of successfully winning the Opportunity by sales stage? Who are the competitors and partners on the Opportunity? If you lost the Opportunity, what were the reasons? Sales velocity – how long should each sale stage take? How do you do your quoting? When was the deal close?, and do I need multiple different sales processes?

- o Support Process – The stages that a customer service Case goes through from beginning to end. For Example "Open", "Working", "Waiting", "Closed". Some considerations are: "Is customer self-service possible?", "Can I use knowledge for call deflection?", "Would a Live Chat option make sense", "What was the root cause of the Case?", "Do I need to make sure customers are entitled to support?", "Should I charge for support?", "Would call scripts be useful?", "Do I need to establish Service Level Agreement (SLAs)?", "Do I need to manage my calls from within Salesforce?", and do I need multiple difference support processes?

- Production

Plans and processes are definitely needed, but the proof of any good plan and process is what is produced in terms of Leads, Closed Opportunities, and Retained Customers over time. Once the plans and processes are in place and represented in Salesforce, it is possible to measure production performance.

- Performance

Executives, managers, marketers, sales and customer service reps are all interested in how they are doing against their plan and how their processes are performing over time. Typically we recommend defining success metrics at the beginning of the plan that contains SMART goals (Specific, Measurable, Agreed on, Results Oriented, Time-bound).

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These metrics are then measured over the plan period (Q1, Q2, Q3, Q4) to see progress against the plan and how the processes are performing. Often this goal data can be sliced and diced using analytics by territory, rep, market segment, product or service. For example #of MQL Leads generated, revenue versus quota by sales rep, pipeline forecast, # of lost customers or Customer Satisfaction.

The limitation of this model is all the employees which participate in this structure need to understand not only the basic leadership but also the strategic management, organizational management, and system thinking.

In order to compete in the market and be profitable and also to sell more a company need to implement the above model so as to make all opportunity to a sells clothes.

This study in the was aiming to understand the factors affecting sells performance of the HEINEKEN beer in relation to competitors, price, RTM and promotional tools and so on. If a person or sell person is well shaped with the above selling capability product or service can be sold very quickly.

The Choice Model

The choice model was expanded in the following manner. A consumer is presented with the task of selecting one of N alternatives, denoted $A(1),...., A(N)$. For each alternative, the exists a mapping from the characteristics of each alternative to a real-valued number $V(A(i)) = V(i)$. The consumer constructs $U(V(i)) = U(i)$, called preference (psychology) or utility (economics), which allows an ordering of the alternatives on a one-dimensional continuum. Using the $U(i)$ values, the consumer selects one alternative by employing some type of decision rule. The decision rule assigns a probability of choosing alternative i as $Pr(i) = F(U(1), ..., U(N))$ where $0 < Pr(i) < 1$ and $F(.)$ is some multivariate function with N arguments. That is, the choice process is assumed to be inherently stochastic: there is no alternative with $Pr(i) = 0$ or $Pr(i) = 1$.

Although this definition may seem needlessly formal, it provides the researcher important guidelines for developing a choice model. Clearly, three elements are needed: a set of choice alternatives, a set of corresponding $U(i)$ preference scale values, and a decision rule. The history of brand choice can be viewed as an evolving understanding of how these components ought to be specified in marketing applications.

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Free product, bundled with paid services:- This pricing model is common for open source software, such as Red Hat Linux, where the product is available for free download, but customers pay subscription fees if they want to support. Other companies can also charge for installation, maintenance, training, customization, and consulting services. This pricing model is essentially a service business that uses free software as a marketing tool. Note that most investors aren't interested in service businesses; fortunately, service businesses are good at generating cash flow on their own.

2.2 Empirical Review

2.2.1 Price Effect on Sales Volume

Profits depend on growing sales and managing costs, which include variable and fixed costs. Variable costs depend on sales volumes because they involve direct raw materials and labor costs. Small and large businesses incur fixed costs, even if they have no sales. Fixed costs are constant at certain levels of production and sales. Outside of these levels, fixed costs may vary with sales volumes. If a product is charged with high price the probability of the product to be purchased was be less as most of the consumers in developing countries are price elastic.

The change in spirits, wine, and beer consumption in Sweden associated with both Domestic

And foreign price changes are presented in Table 3. The estimated coefficients for all

Domestic and foreign price variables are significant and have the expected signs. Price

Elasticities of demand range between −1.01 and −1.63 (−1.36 for spirits, −1.63 for wine,

And −1.01 for beer). This means that, with an increase of 1 percent in price, the quantity

Sold would decrease on average by 1.36 percent for spirits, 1.63 percent for wine, and 1.01

 Percent for beer, all other variables constant. (The impact of price changes on volume sales of alcoholic beverages in Sweden,2006–2013 Per Hortlund++ Oana Mihaescu+)

H1:- premium price has significantly affected sales performance

2.2.2 Product Quality Effect on Sales Volume

Quality is what a product can do for a customer. Product quality is also how well the product does what it's supposed to do, and how well it holds up over time. Some consumers view quality

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as a price point while others appreciate a product because it's "Quality". Many believe that businesses won't succeed if they can't build customer trust. Countless potential sales are lost because a brand fails to make a deeper connection with prospective buyers. When you gain the confidence and loyalty of consumers, you're able to do more with your business, such as raise prices. The quality of your services and merchandise is one way to help you get consumers to appreciate and believe in what you have to offer.

H2:-product quality has significant effect on sales performance. Total quality management is a managerial philosophy that aims to provide customers with products and services that satisfy their needs. TQM incorporates the concepts of product quality in addition to the process control, quality assurance, and quality improvement. It involves all functional areas (i.e., total company effort) in the firm that embraces a total quality culture and aims to satisfy customer needs at a profit (i.e., the marketing concept, Perreault, Cannon, and McCarthy 2012). A marketing-oriented organization must identify customer needs as a starting point for making profits through the creation and delivery of a USP(i.e., unique selling proposition) that affords a sustainable competitive advantage(The Effect of Product Quality on Business Performance in some Arab Companies1Mahmood M. Hajjat, and 2Fatimah Hajjat)

2.2.3 Promotional tool effect on sales volume

Sales promotions are marketing strategies companies use chiefly to increase sales temporarily to gain sales volume and market share. They are occasionally used to clear out year-end inventory before new models arrive in showrooms as is often done in the automobile industry. Sales promotions are also used as a competitive strategy to undercut the competition by offering a lower price or another incentive. Although sales promotions usually produce sales volume over and above what is typically the case, they do not build brand identity and loyalty.

H3:- sales promotion has a significant effect on sales performance.

Over the last three decades, the topic of sales promotions has been studied extensively and there have been numerous academic papers in economics, psychology, and marketing regarding the subject. Practitioners have made extending models from the academic community substantial progress in applying and, in some cases, consulting to firms. Blattberg and Neslin (1990) define a sales promotion as "an action-focused marketing event whose purpose is to have a direct

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impact on the behavior of the firm's customer." Sales promotions are almost always joined with some sort of communication (e.g., a retailer ad). As argued by Gedenk et al., retailer promotions address consumers at the point of sale; so communications through promotions reach the consumer at the place and time where most purchase decisions are made.(Effects of Premium Sales Promotions on Consumer Behavior Case study – Gaya Cosmetics)

2.2.4 Competitors reaction effect on sales volume

Any executive was tell you that understanding how competitors was respond to your actions should be a critical component of strategic decision making. But ask that same person how seriously her company actually assesses competitor reaction. And also is there any competitive reaction made for the product as a substitute in the market.

H4:- competitors reaction has a significant effect on sales performance

The prevalence of competitive clutter in U.S. television is documented by Kent (1995), who reports that in daytime network television, approximately 31 advertisements are broadcast per hour. Furthermore, depending on the network, somewhere between 19% and 29% of advertisements have a competitive commercial (i.e., within the same product category) aired within the same hour on the same channel. This rises to between 23% and 35% during prime time, though fewer advertisements are broadcast in this time zone. Thus, over a longer period, such as a week, many advertisements was be subjected to interference effects from their competitors. The harmful effect of high competitive clutter on consumer advertising response has been known to marketers for some time (Bagozzi and Silk 1983; Bettman 1979). Although early experimental work by Webb (1979) demonstrates that increased clutter levels reduce brand name recall, Brown and Rothschild (1993) find no such reduction. The important distinction between these two studies and the work of Burke and Srull (1988), D'Souza and Rao (1995), and Keller (1987, 1991) is that Webb (1979) and Brown and Rothschild (1993) do not have any competitive advertising in their experiments. Thus, a key environmental factor on the effect of clutter is the presence of competitive advertising.(PETER J. DANAHER, ANDRÉ BONFIRE, and SANJAY DHAR*, The Effect of Competitive Advertising Interference on Sales for Packaged Goods)

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2.2.5 Performance level of RTM.

Although Route to Market (RTM) strategy development is an iterative process that can last several years. In some instances, we encourage clients to complete a "fast track" process within a 13 week period. The exchange has found that if the process extends much further, something inevitably changes (e.g. the environment), and organizations can get caught is a semi-permanent analysis state, resulting in delayed strategic decisions. Even if the process unearths fundamental challenges with respect to supply chain competitive position, a "strategic reference position" was have been established.

H5:- performance level of RTM has a significant effect on sales performance

Sales & Channel Management:- this approach to sales transformations encompasses how and to whom companies sell their products and services, the channels they use, and the back-office operations that support these efforts. Where necessary and appropriate, we also help clients address specific challenges in their go-to-market strategy, sales-force effectiveness, key-account management, and other relevant areas. Our team consists of more than 65 partners and associate partners, and a broader affiliated group of more than 150 senior practitioners worldwide and things to be done are shown below (https://www.mckinsey.com/business-functions/marketing-and-sales/how-we-help-clients/sales-and-channel-management)

- o Optimize return on sales investments
- o Find and capture pockets of "granular growth."
- o Align sales channels in a multichannel world
- o Building the high-performing sales force

2.3 Conceptual framework

A conceptual framework is an analytical tool with several variations and contexts. It is used to Make conceptual distinctions and organize ideas. Strong conceptual framework captures

Something real and does this in a way that is easy to remember and apply (www.wikipdia.org,as read in April 2016).

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Below the diagram shows the relationship between Sales volume and the other determinant factors.

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CHAPTER-THREE

RESEARCH METHODOLOGY

3.1 Description of the Study Area

3.1.1 Research Design

Addis Ababa is a capital city of Ethiopia also in the case of HEINEKEN Ethiopia segmentation Addis was take almost 45% of the sales volume with more than 12,000 outlet coverage for beer market. Also as the beer HEINEKEN has the channel strategy to be available in a more likely more civilized and customer-oriented for high demanding persons in a sense of which need a quality of beer with a price elasticity pattern.

The Addis market can be divided into 10 subsites with approximate of 1,200 outlets average.regarding the EOE audit that i have on HEINEKEN beer the beer is available on 25% of the market that we serve that means based on the NNDs(nat numeric distribution) from this 12,000 outlets i only have HEINEKEN available on 3000 outlets maximum.

3.2 Data Source and Data Gathering Techniques

For undertaking this study primary data was used. The primary data
was obtained from customers or outlet owners. Hence to carry out this study, I was using both qualitative and quantitative data. In collecting primary data questionnaire was be implemented. The questions in the structured questionnaire was include a close ended questions assuming that I have given the possible options for the choices given.

3.3 Population and Sampling Technique

3.3.1 Target Population

Target population means the total number of entities in which the researcher is interested in, it could be the collection of individuals, objects or events about which the researcher wants to make inferences

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Finally the target population for this research was outlets with a cluster of 3 which are Gold, Silver and Bronze based on the number of beer sales per day, which are found in Addis Ababa where in this outlets we expect beer sales. According to Heineken brewery S.C survey there are 5,000 outlets recorded on the registration book.

3.3.2 Sampling Technique

On this part sampling techniques will be clearly explained for the specific study. As the population was 5000 outlets where this different outlets have different sales per day so in order to make the sample representative I made a cluster sampling for the classification (Gold, Silver and Bronze) where the Sample ration for the cluster was 0.33 each where the sample from each cluster was 119.

And the 119 samples from each cluster was sorted out with simple random sampling.

For populations that are large, (Cochran, 1963) developed the following equation to yield a representative sample for proportions. $no= \dfrac{Z_2\,pq}{e_2}$

Which is valid where no, is the sample size, Z2 is the 1-a equals the desired confidence level, which is 95%, e is the desired level of precision, p the estimated proportion of an attribute that present in the population, and q is 1- p. the value of Z is found in statistical tables. So for the purpose of this study the researcher formulated a sample size assuming p is 0.5(maximum variability), 95% of confidence level and +/- 5% precision, the sample size would have been 385. But since the population of this study was simple the researcher further calculated it with the following formula

$$n = \frac{no}{1+\dfrac{(no-1)}{N}}$$

Where, no is the sample size which is 357 units and N is the population size which is 5,000.

The target population for the explanatory part has External population consisting of out let owners which was categorized in to 3 clusters which are Gold Bronze and Silver. According to data from Heineken Breweries S.C there are about 5000 outlets in Addis Ababa

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All the elements from each of the selected clusters are sampled. In stratified sampling, the sampling is done on elements within each stratum. In stratified sampling, a random sample is drawn from each of the strata, whereas in cluster sampling only the selected clusters are sampled

3.4 Data Analysis

Data analysis was be done after the data are collected from the interview or questionnaires and by using this inputs the analysis was be by using the Linear Regression model where the dependent variable was be sales volume and independent variable was be price, quality, competitor reaction, RTM or channel strategy and sales promotion using the SPSS software.

The study has used both qualitative and quantitative data analysis techniques. To analyze the data gathered from the semi-structured interview, the researcher has applied frequency tables to easily understand the major factors that affect the sales performance of crop insurance.

The second step was analyzing the descriptive and inferential statistics for the data collected using questionnaire. Here, the study used the statistical package for social science (SPSS) version 20.0 and presented the information gathered in useful way like frequencies distribution for the descriptive statistics and multiple linear regression model to understand and examine the causal relationship of the identified variables and sales performance of crop insurance.

The multiple regression model framework of the study is

$$Sls = \alpha + \beta_1 PQ + \beta_2 PP + \beta_3 RTM + \beta_4 SP + \beta_5 CR + Ui$$

Where; Sls = Sales performance of Heineken beer

α = The Constant, or Y intercept

βi = The coefficient of the independent variables

PQ= Product Quality

PP=Product Price

RTM= Route to Market

SP= Sales Promotion

CR= Competitor reaction

Ui = The Error term

`

CHAPTER FOUR
RESULTS AND DISCUSSION

In this chapter, results have been presented and discussed to address the research questions and objectives. The following are the main headings: Response rates, Respondents' characteristics, Assumptions, results of the regression analysis and discussion of results.

4.1 Results

4.1.1 Response Rate

Out of the 357 outlet owners I was lucky enough to undertake all. So the response rate for the primary data collection was 100%.
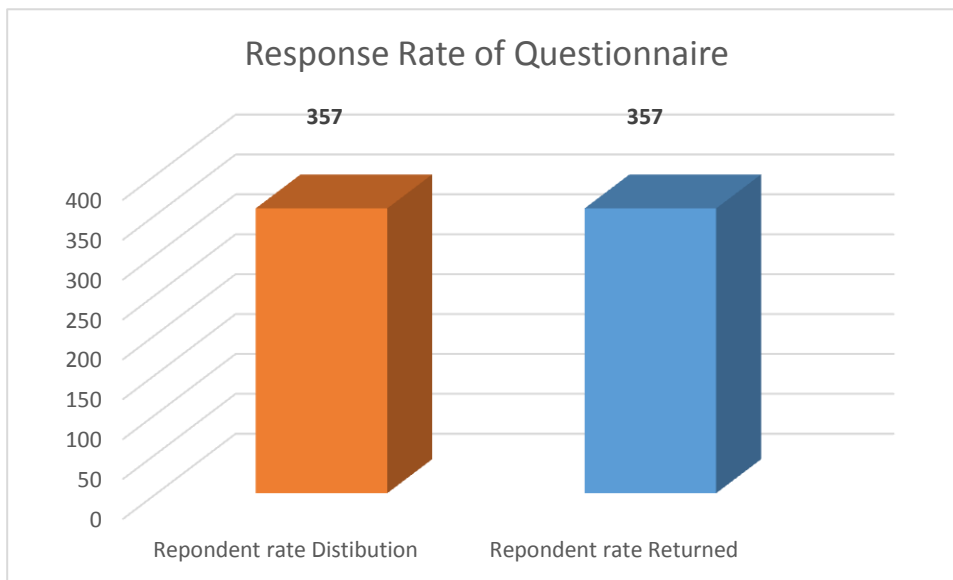

Figure 1:- Respondent rate of Questionnaire

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4.1.2 Respondents' Demographics

The study used questionnaires for sampled respondents that are grouped in to three parts or Cluster.

The first part of the questionnaire consists of three questions requesting about the age, Sex, work experience and Awareness level of the respondents. This demographic information of the respondents was not used to understand their relationship with the dependent variable which is sales performance of Heineken beer rather they are just used to understand the composition of the respondent.

	Age of the Respondents		
		Frequency	Percentage
Age Category	18-25	91	25%
	25-35	93	26%
	36-45	90	25%
	Above 46	83	23%

Table 1:-Age of the Respondents

Source; Own survey, 2018

The above table shows that about 25% of the respondents were between the ages of 18 to 25, 26% were found in between 25 to 35, 25% were between the age of 36-45 and 23% of them were found at the age of above 46.

From the above figures implies that the sampled outlet owners were with in all the age range that are possible.

	Work experience on outlet of the Respondents		
		Frequency	Percentage
Work Category	Below 1 year	134	38%
	1-5 Years	116	32%
	More than 5 Years	107	30%

Table 2:- Work experience on outlet of the Respondents

The above table shows that about 38% of the respondents had experience of outlet sales, 32% were between 1 to 5 years' experience and 30 % were above 5 years

	Awareness level of the Respondents		
Awareness Category		Frequency	Percentage
	Very High	67	19%

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	High	70	20%
	Medium	73	20%
	Low	75	21%
	Never Heard of it	72	20%

Table 3:- Awareness level of the Respondents

4.2 Regression Analysis of Factors Affecting Sales Performance of Heineken beer.

The study used a multiple linear regression model and examined the effects and magnitudes of the independent variables identified from the questioners on the sales performance of Heineken beer o outlets.

Before analyzing the data gathered by the questionnaires, the researcher has checked the necessary assumptions that have to fulfill in order to undertake analysis by multiple regression model.

4.2.1 Assumptions of Multiple Regression Model

Five tests for CLRM assumptions namely normality, linearity, homoscedasticity, multicolinearity and independence of residual are conducted and discussed as follows

1. Test for Normality of Data

Test for normality, its determining whether the data is well modeled by normal distribution or not. This test of normal distribution could be checked by graphical (histogram and dot plot) method of tests. The normality assumption assumes a critical role when a study is dealing with a small sample size, data less than 100 observation. (Gujarati, 2004)

Even though the normality assumption is not a treat since the observation or sample size of the study is large enough, more than 100 observations, the researcher tested it using normal probability plot (NPP). The decision rule is, if the fitted line in the NPP is approximately a straight line, one can conclude that the variables of interest are normally distributed. (Gujarati, 2004)

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Normal P-P Plot of Regression Standardized Residual
Dependent Variable: model
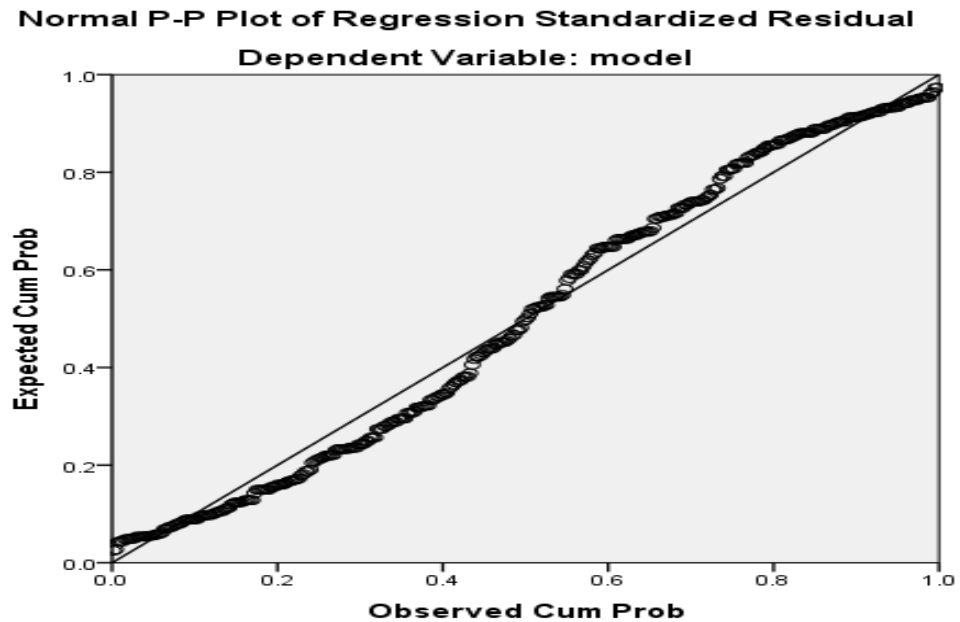
Figure 2:- Graphical test of Normality Assumption
Source; SPSS result of Normality,

From the above figure, we can see that residuals of the model are approximately normally distributed, because a straight line seems to fit the data reasonably well.

2. Test for Linearity and Homoscedasticity

Multiple linear regression model assumes there is a linear relationship between the independent variables and the dependent variables. Homoscedasticity assumption means the range of variance for the dependent variable is uniform for all values of the independent variables.
Both assumptions can be checked by scatter plot diagram stated below.

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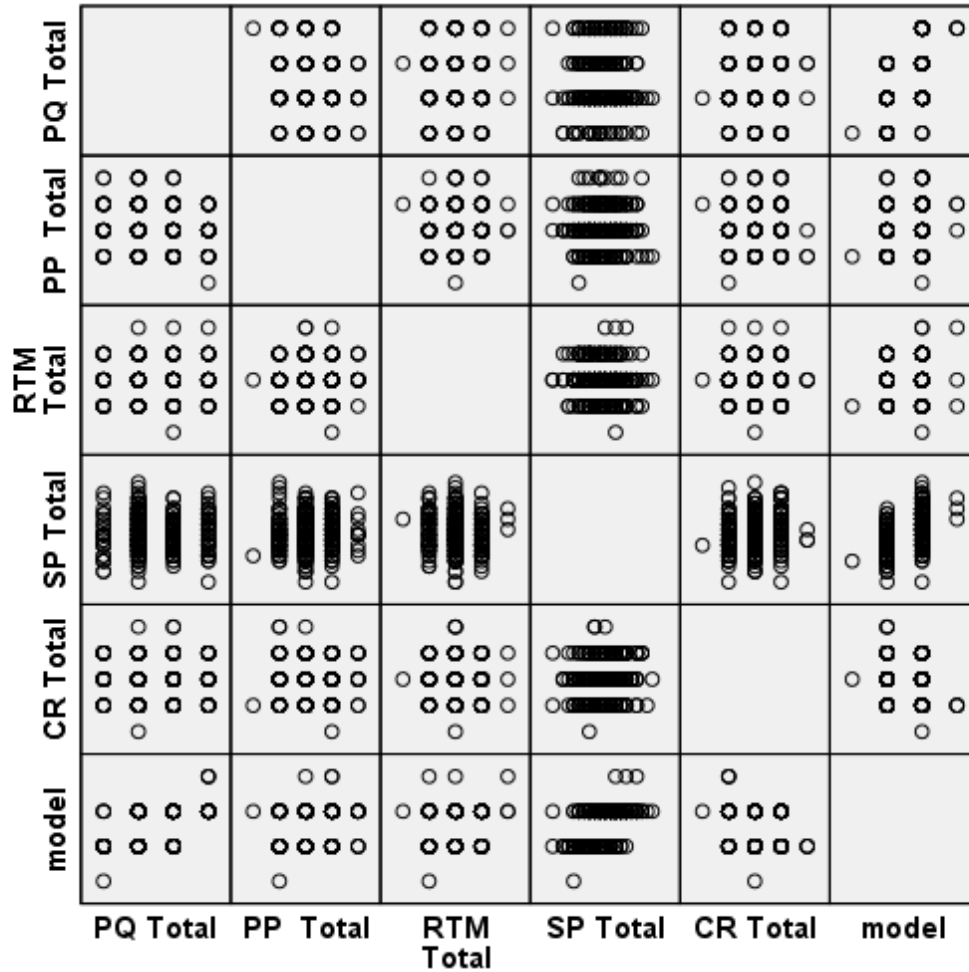
Figure 3:-Scatter Plot Diagram
Source; SPSS result, 2015

As we can see from the above diagram, both assumption are not serious threat to the study since ne can draw one straight line to approximate the observations for all independent variables against the dependent variable, sales, and also the variance between the upper and lower cases of the observations are reasonably similar.

3. Test for Multicollinearity

Another assumption that has to be meet to undertake multiple linear regression model is the assumption of multicollinearity. It's an indication for a linear relationship between the independent variables. (Gujarati, 2004)

`

Variable Inflation Factor (VIF) technique was used. The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors: /VIF=1/ (1-r2)/

The decision rule is a variable with VIF value of greater than 10 indicates the possible existence of multicollinearity problem. Tolerance (TOL) defined as 1/VIF, It also used by many researchers to check on the degree of collinearity. The decision rule for Tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem. (Gujarati, 2004)

Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	Product Quality	.989	1.011
	Product Price	.986	1.014
	Route to Market	.983	1.018
	Sales Promotion	.950	1.053
	Competitors reaction	.961	1.040

 a. Dependent Variable: Sales volume

Table 4 VIF values of predictors

Source; SPSS Results,

The above table showed that VIF values for all variables became less than the tolerable value, i.e. 10. And Tolerance value of all variables also became above 0.1 which indicates that this model is free from multicollinearity problem between the dependent variables.

4. Test of Independent of Residuals

Multiple linear regression model assumes the residuals are independent of one another.

The Durbin-Watson statistic is used to test for the presence of serial correlation among the residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are not correlated if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.5

Model Summary[b]

Durbin-Watson
2.082

`

From the table above, we can also understand that the assumption of independence of residuals is meet.

Generally, the study discussed five major assumptions that must be fulfilled for one to analyze data using multiple linear regression model. So, since all the five assumptions were not violated, the researcher examined the data collected by the questionnaires using multiple regression model as follow.

4.2.2 Results of Regression Analysis

The model for the study that depicted Factors Affecting sales performance of Heineken beer is,

$$Sls= \alpha + \beta_1PQ + \beta_2PP + \beta_3RTM + \beta_4SP + \beta_5CR + Ui$$

Where; Sls = Sales performance of Heineken beer

α = The Constant, or Y intercept

βi = The coefficient of the independent variables

PQ= Product Quality

PP=Product Price

RTM= Route to Market

SP= Sales Promotion

CR= Competitor reaction

Ui = The Error term

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.254	5	12.886	153.392	.000[b]
	Residual	20.662	351	.084		
	Total	93.916	356			

`

Table 6 ANOVA

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.828^a	.780	.770	.290	2.082

a. Dependent Variable: model

Table 7. Model Summary
Source; SPSS Result

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study.

The other major result under the model summary table showed the R or coefficient of correlation of the model is 0.82 or 83% and Adjusted R-Square or coefficient of determination of the model is 77.0%.

The regression analysis was done using sales performance of Heineken beer as dependent variable

Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.940	.135		6.935	.000
	Product Quality	.321	.019	.519	17.266	.000
	Product price	.166	.020	.256	8.498	.000
	RTM	.164	.023	.213	7.047	.000
	Sales promotion	.447	.024	.570	18.564	.000
	Competitors reaction	-.145	.023	-.196	-6.409	.000

a. Dependent Variable: Sales performance.

and Product Quality, Product price & Sales promotion, Route to Market and competitor reaction as independent variables. The following table depicted the analysis's result as follow

Table 8. Regression coefficients result

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The above table shows that, all the independent variables have statistically significant relationship with the dependent variable since their p-value is below the alpha level which is 0.05. Considering the standardized beta coefficients, the strongest predictor of the dependent variable (sales performance of Heineken beer) is Product Quality with 0.321 value and **price , sales promotion and RTM with a beta value of 0.166, 0.447, 0.164 respectively. All** the independent variables have positive relationship with the dependent variable except the variable Competitors which has a negative relationship with the dependent variable.

So from the above table the researcher drive the model as follows;

$$S_P = 0.940 + 0.321PQ + 0.166PP + 0.164RTM + 0.447SP - 0.145CR + U_i$$

4.3 Discussion

The first thing that must be discussed here should be the overall fitness of the model; this fact has been confirmed by different types of statistical results.

The first way is the ANOVA test that produced a P-value of 0.000 which is below the alpha level, i.e. 0.05. That means the overall independent variables have statistically significant relationship with that of the dependent variable, i.e. Sales performance of Heineken beer.

The R (Coefficient of Correlation) which is simply measures the degree of (linear) association between the dependent variable and the independent variables jointly. It only measures degree of association or covariation between the two variables. (Gujarati, 2004) In this case the value of R which is 0.828 means, there is a very strong relationship between the independent variables as a whole and sales performance of Heineken beer or this can also means that independent variables taken together and sales performance of Heineken beer was vary together 82.8% of the time.

The last one is by checking the adjusted R square (Coefficient of Determination), can be defined as the proportion of the total variation or dispersion in the sales performance of Heineken beer (dependent variable) that explained by the variation in independent variables in the regression. (Gujarati, 2004) So with adjusted R Square value of 0.77, meaning, 77% of the variation in sales performance of Heineken beer is explained by the linear relationship with all the independent

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variables. The corollary of this is that only 23% of the variation in sales performance of Heineken beer is unexplained by the relationship or these percentages of change in sales performance of Heineken beer accounts for other variables not mentioned under this study. Thus when adjusted R square is high it means that the independent variables included in the study play an important part in affecting the dependent variable.

Generally speaking, the regression model developed under the study can be considered as a good fit or predictor of sales performance of Heineken beer.

The individual effects of the independent variables can be explained by their respective beta coefficients. As per the regression result table 4.3 the sales performance of Heineken beer and Product quality have the strongest positive relationship. One unit increment in Product quality level can cause about 32% growth in sales of Heineken beer. This corroborates with the views of The Effect of Product Quality on Business Performance in Some Arab Companies 1Mahmood M. Hajjat, and 2 Fatimah Hajjat 1 Sultan Qaboos University College of Economics and Political Science P.O.Box 20, Al Khoud, Muscat 123, Oman 2University of Massachusetts at Amherst who found in their respective studies that increasing in Product Quality level would have a positive impact on consumption or sales performance.

The second variable under study was Product Price and according to the regression result, it has a positive relationship with the sales performance and a one unit increment on this variable will cause about 16.6% increment on sales performance of Heineken beer. Here it's understandable that if one beverage company makes itself more price comparative to target market the sales performance would increase. And these ideas were shared in the study by the impact of price on volume sales of alcoholic beverages in Sweden, 2006–2013 Per Hortlund++ Oana Mihaescu++).

The third variable was RTM, this factor also have a positive relationship with the sales performance with a magnitude of one unit increase in RTM execution excellence causes about 16.4% increase in sales. This finding also got along with that of EFFECT OF MARKETING CHANNELS ON THE SALES PERFORMANCE OF MONITOR PUBLICATIONS LIMITED, UGANDA that stated on their respective findings that the having a well operating route to market or Marketing channels have a big effect on the sales along with good prices would allow better chances to retain loyal customers than attracting them through swift measures.

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The fourth variable was sales promotion, this factor also have a positive relationship with the sales performance with a magnitude of one unit increase in sales promotion execution excellence causes about 44% increase in sales. Where this independent variable is so much significant on the effect which we will see as a result. This finding also align with that of ROLE OF SALES PROMOTION ON SALES VOLUME IN THE CONTEXT OF FAST MOVING CONSUMING GOODS (FMCG) INDUSTRY IN DERA GHAZI KHAN Nadeem Iqbal Faculty of Management Sciences, Baha Uddin Zakariya University Multan, Pakistan. As a result having a promotional season for a company will bring a volume pick for some period and sustainability on the market share in the long run.

The fifth variable was competitors reaction, this factor have a negative relation with the sales performance with a magnitude of one unit increase in competitors reaction will cause for 14.5% decreases in sales performance for the specific outlet sales per day.this result also reviles will Competitive Reactions to Advertising and Promotion Attacks effect on sales performance Jan-Benedict E. M. Steenkamp Tilburg University, P.O. Box 90153, 5000 LE Tilburg, The Netherlands, j.b.steenkamp@uvt.nl .

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CHAPTER FIVE
SUMMARY OF FINDING, CONCLUSIONS AND RECOMMENDATION

This concluding chapter summarizes the objectives of the study, the major findings and conclusions. It also discusses the managerial and theoretical implications of the study, and makes recommendation for further research.

5.1 Summary

The purpose of the study was to identify and examine those factors within Heineken Ethiopia and External factors that affect sales performance of Heineken beer at the Heineken Ethiopia OPCO. Product Price, Product Quality, RTM, Sales Promotion and Competitors reaction were the key factors identified by the study where the data was collected using a question for the outlet owners.

As the study was conducted using the structured questionnaire it helps me to understand also to get insight on factors that are affecting the Sales performance and multi linear regression model. Based on the analysis of data and discussion of results, the followings are the summary of major findings of the study.

ANOVA, R (coefficient of correlation) and adjusted R-square (coefficient of determination) were used to test the model's overall fitness, and it turns out all the factors identified before had a statistically significant relationship with the dependent variable (Sales performance of Heineken beer). The R and adjusted R-square results showed that the factors identified are highly correlated with the dependent variable and more than 77% variation of the sales performance of Heineken beer is explained by those identified factors.

Concerning the individual variables, the sales performance of Heineken beer and Product quality have the strongest positive relationship. One unit increment in Product quality level can cause about 32% growth in sales of Heineken beer

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The second variable under study was Product Price and according to the regression result, it has a positive relationship with the sales performance and a one unit increment on this variable will cause about 16.6% increment on sales performance of Heineken beer

The third variable was RTM, this factor also have a positive relationship with the sales performance with a magnitude of one unit increase in RTM execution excellence causes about 16.4% increase in sales

The fourth variable was sales promotion, this factor also have a positive relationship with the sales performance with a magnitude of one unit increase in sales promotion execution excellence causes about 44% increase in sales

The fifth variable was competitors reaction, this factor have a negative relation with the sales performance with a magnitude of one unit increase in competitors reaction will cause for 14.5% decreases in sales performance for the specific outlet sales per day.

5.2 Conclusion

The general purpose of this study was to identify and examine those factors within the Heineken Company and external that affect sales performance of Heineken beer. And to this end, the study sought to identify the most important factors that are behind the fluctuating sales performance of Heineken beer.

The study had five specific objectives are to explore price effect the sales volume, to explore product quality effect on sales volume, to explore promotional tool used effect the sales volume, to determine competitors reaction effect on sales volume and to determine the performance level of RTM.

Therefore, after gathering data using Questionnaire and analyzing it using spreadsheet and SPSS, The study came up with the following results;

 After undertaking data collection with the outlet owners, I came up with the factors that are affecting the sales performance of Heineken beer Those factors the outlet owners believed to have an impact on the sales performance were the quality of the beer, the price of competitiveness , the RTM efficiency , Sales promotion and finally competitors reaction.

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Then i used regression analysis to understand and examine the relationship of those identified factors with sales performance of Heineken beer. And based on the findings from the regression analysis, the researcher concluded that, those factors identified by the owners are indeed the personal factors that inhibit the sales performance in the outlet base daily sales.

The relative importance of the factors to the sales performance of Heineken beer is determined by looking at their respective beta coefficients. With beta coefficient of 0.44, Sales promotion has the highest impact on the sales performance. That indicates for a one unit change in Sales promotion there will be almost 44% change in sales. And with beta coefficient of -0.145, of has the reverse impact on sales performance which is one unit change in Competitive reaction intensity of cover will cause 14.5% change in sales performance Decline.

5.4 Recommendation

In this ever growing competitive Beverage industry, a brewery must be at the head of the game on every aspect of the finished product delivery. And to do that it's advisable for the Beverage management teams to utilize different scientific models to predict major contributing factors of sales performance of products so they can focus on the most important ones.

Based on the findings of the study the following recommendations are given.

1. Improve the Product Quality.

The study provides empirical support that sales performance of Heineken beer could be significantly influenced by improving the level of Product quality on the outlets. So I advise the company to exert its maximum effort on improving the product quality level of the target population.

2. Improve Product pricing competitiveness

Since the study provides empirical support that sales performance of Heineken beer could be significantly influenced by price competitiveness on the outlets. So I advise the company to repeatedly check the competitor's price to make the product affordable. This action will eventually increase the expense of the corporation but as a leader in the market a company need to keep its market share, affordability and availability.

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3. Improve the RTM strategy effectiveness

As the study reveals that there is a strong empirical support that sales performance of Heineken beer could be significantly influenced by RTM effectiveness on the outlets.

When the company bring a very good or well experienced RTM strategy and execute it very effectively one can have upper hand on the share of trough of the make existing.

4 Have more frequent sales promotion

Since the study shows positive relationship with four of the facts and one negative, the one with the big magnitude was the sales promotion. So I advise the Operating company to have more frequent sales promotions as the results is effective as the research shows.

5 To have sales promotion on the different season than competitors.

As the research shows that there is a negative relationship of competitors reaction on sales performance, it is convincing that whenever a company need to make any sales promotion on a single outlet first it need to see the market current situation like check for ant activity done by competitors or Mistry consumers placed by competitors.

Generally speaking having a best quality beer with a competitive price implemented with a perfect RTM, having a consecutive Sales promotion and not only having the frequency but also be on the appropriate timing will help in increasing the sales volume also with the market share.

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APPENDICES

Appendices A

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Masters in Marketing Management

Questionnaire to be filled by outlet owners

Dear Respondents:-This questionnaire is designed to conduct a research on the topic Factors affecting sales volume of HEINEKEN in Ethiopia. The purpose of the study is for the partial fulfillment of the requirement of MA degree in marketing management. For the successful accomplishment of the study, your response has a key role by being a valuable input for the study. The information that you provide is strictly confidential and will be used only for academic purpose. Thus, you are kindly requested to genuinely fill the questionnaire to your best knowledge. Thank you in advance for your cooperation.

Instructions: -

☐ writing your name is not necessary.

☐ for close-ended questions put "☐" mark on the space provided.

Part One: Respondent Profile

1. Sex ☐ Male ☐ Female

2. Age ☐ 18-25 ☐ 25-35 ☐ 36-45 ☐ Above 46

3. How long have you been on working on outlet business?

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☐ Below 1 year ☐ 1-5 years ☐ more than 5 years ☐

4. What is your level of awareness about Heineken breweries share company products?

☐ **Very high** ☐ **High** ☐ **Medium** ☐ **Low** ☐

☐ **Never heard of it**

Part Two: Determinate of Sales performance

Dear Respondents for question no. 5 to 7 please read the statement and put "☐" mark in the corresponding column for your answer (i.e. 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree).

#	Questions	5	4	3	2	1
PQ1	There is a conversation with consumers on the quality of beer					
PQ2	The product quality status with respect to what you were expecting was the same.					
PQ3	Always product you have received which were damaged was replaced by the distributors on the transportation					
PQ4	HEINEKEN is more quality respect to the others available on the market.					
PP1	There is a complaint from consumers on price change of a beer.					
PP2	There is a big change in the volume when there is a price cut					
PP3	Having a beer with different price group will help in increasing the sales					

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PP4	The most consumed beer of Heineken breweries is the one which is low in price					
RTM1	The company give us the product we chose to buy					
RTM2	The RTM managers always visit us on and give us a solution to problems					
RTM3	Heineken Ethiopia is very good in delivering product on time					
RTM4	The day that the product arrives in the morning the more we sell					
RTM5	There is a shortage of products on the picking season					
SP1	Sales promotion activities increase the length of leisure period.					
SP2	Promotion is a strong tool in tapping into consumers buying power.					
SP3	Promotion is a strong tool in tapping into consumers buying power.					
SP4	No product can survive competition without intensive promotion.					
SP5	The advertising program of the company has no impact on the sales volume of their product.					
CR1	Competitor's reaction increases the number of pick sales over a week.					
CR2	The sales of the outlet is very big in the seasons of the competitors offering					
CR3	There is always offering from the complementary company in the sales time frame.					
CR4	Competitions reaction is a strong mechanism for taping into consumers buying power.					
CR5	The more the promotion in competition company the big the sales in a season					

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SV1	Daily sales will increase when there is a price cut.					
SV2	Having a promotion will help me sell more.					
SV3	The daily sales will grow when the delivery is very quick.					
SV4	Samples will motivate the buyers in the meantime daily consumption of each consumer will increase.					
SV5	Computation between beer companies help me sell more.					

"End of Questionnaire"

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Appendix -B

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ይህ መጠይቅ ባዘጋጀውየ ሃይነከን ኢትዮጵያ ምርቶችን የሽያጭማጠን ተፅዕኖ የሚፈጥሩ ሁነታዎች ለይቶ ለማወቅ

የሚየስቻል ጥናት ለማከሄድነ ው፡ የ ጥናቱ ዋና ዓላማትምህርታዊ ሲሆን አጥኚውየ ማስተርስ ዲግሪ ለማጠናቀቅ

የሚየስቻል የ ጥናት ወረቀት ለማዘጋጀት የሚጠቀማት ነ ው፡ በጥናቱ ሂደት እርስዎ የሚጠቱ ምላሽ

ሚጠሪራዊነ ቱ የ ተጠበቀ መሆኑን እያሳወቅን ወድ ጊዜዎን ሰውተውለዚህ ጥናት ሚካት ትከክለኛ ነ ውብለው

የሚየምኑበት ምላሽዎን ስለመስጠቶ በቅድሚየ እናመሥግናለን፡ ፡

መመሪ ያ

- ስምዎን መፃ ፍ አይጠበቅበትም
- ዝግ ለሆኑ ጥያቄዎች ምላሽዎን #✖$ ምልክት በማድረግ ያሳውቁ

ከፍል 1 የመላሽ ግለመሪ ጃ

1. ፆታ [ ] ወንድ [ ] ,ት

2. ዕድሜ [ ] 18-25 [ ] 25-35 [ ] :5 [ ] በላይ

3. በንግድስራዎ ላይ ለምን ያህል ጊዜ ቆዩ?

   ከ0ንድ ዓመት በታች [ ] 1-5 ዓመት [ ] ከ5 ዓመት በላይ [ ]

4. የ ሄኒከን ቢራዎች እ.ሚ ምርቶች በተመሳከተ ያሎት ግንዛቤምን ያህል ነ ው

   በጣምከፍተኛ [ ] ፍተኛ [ ] ለኛ   ዝቅተ[ ]   ሰ[ ] ላወቅም

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ክፍል 2 የሽያጭኤፈሊሲ θምመሳኝ ነ ጥቦች

ጥያቄ ቁጥር አራት እና ሰላሳ አንድ ካነበቡ በኋላ በስንጠረዡ ውስጥ በዝርዝር ለተጠቀሱት ሀሳቦች ይስማማኬ ብለወላጡበትን ምሳሽ ይህን "✗" ምኬክት በሳጥኑ ውስጥ በማስቀመጥ ምሳሽዎን ይግለጹ፡ ፡ ምሳሽዎ ቀጥሎ ከተዘረዘሩት አማሬጮች አንዱ ሊሆን ይችላል (5= በጣም እስማማለሁ፤ 4= እስማማለሁ፤ 3= ገ ለልተኛ፤ 2= አልስማማም፤ 1= በጣም አልስማማም)

ተ.ቁ	ጥያቄዎች	5	4	3	2	1
4	የ ቢራ ጥራቶን በተጠኪተ ከተጠቃሚዎች የ ማ ሳ ሃሳብ አለ፡ ፡					
5	የ ምሬት ጥራት በተጠኪተ የ ሐይኒ ከን ቢራ እደጠበከት አግኝቾዋለ ው፡ ፡					
6	በምሬት ምኬልስ ውቅት ተሰብሮ የ ማጣ ምሬት በአከፋፋዩ ወዲያወኑ ይቀየ ር ሎኃል::					
7	በምሬት ጥራት የ ሄኒ ከን ምሬቶች ከተፎካካሪ ምሮቶች ብልጫአላቸው::					
8	የ ቢራ በሽጫዋጋ ለውጥ በተጠኪተ የ ማ ሳ ሃ ቄታአለ፡ ፡					
9	የ ዋጋ ቅናሽ ሲኖር የ ሽያጭመጣን ከፍተኛ ሁኔታ ይኖረዋል፡ ፡					
10	የ ተለያዩ የ ቢራ የ መሻጫዋጋ ያላቸውየ ምሬት አይነ ት ሽያጭ ይረዳዋል፡ ፡					
11	ከሄኒ ከን ቢራ ምሬቶች በከፍተኛ ሁኔታየ ማሻጠ ውበዝቀተኛ ዋጋ የ ማሻጠ ውነ ው::					
12	ከባን ያ ውለ መዛዘ ት የ ማ ጥ ነ ው ምሬት ያቀ ር ብልናል::					
13	የ ስር ጮቶ ሃላ ፊዎች ለ ማዎ ጋ ጥመ ን ችግር መፍትሄ ይሰጠ ል::					
14	ሃ ይነ ከን ኢትዮ ጵ ያ ምሬት በጊ ዜውበ ማቅረ ብ ረገ ድ በጣም ጥሩ ነ ው፡ ፡					
15	ሽ ያ ጭ ከፍተኛ በ ማ ሆ ን በት ውቅት የ ምሬት አ ቅ ር ቦ ት እ ጥረ ት ያ ጋ ጥመኬ፡ ፡					
16	የ ሽ ያ ጭ ማ ቃ ቂ ያ ሥ ዎ ች ሽ ያ ጩ የ ተ ሻ ለ ሆኖ እ ን ዲ ቀ ጥ ል ይ ረ ዳ ዋ ል ፡ ፡					
17	የ ተ ጠ ቃ ሚ የ መ ዛ ዘ ት አ ቅ ም እ ን ዲ ጨ ም ር የ ገ በ ያ ማ ቃ ቂ ያ ሥ ሮ በ ጣ ም ጠ ቃ ሚ ነ ው ፡ ፡					

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18	ያለ ክፍተኛ ገበያ ማኅ ቃቢያ ሥሩ የ ትኛዉ ወምምሮት በ ገበያ መቆየት ዐይችልም፡					
19	ከ ባንያ ውየ ማኽ ታወቂያ ፕሮግራም በ ምሮት ሽያ ጭማጠነ ላይ የ ሚፃ መጣው ለ ወጥ የ ለም፡ ፡					
20	የ ተፈካካሪ ድርጅት ዕንቅስ ቃሴ በ ሳምነት ወስጥ የ ሚፃ ረው ሽያ ጭ እን ዲጨምር ያ ደር ጋል፡፡					
21	የ ተፈካካሪ ድርጅቶች ሥራ ለ ሽያ ጭ መ ጪ ጭ ር አ ስ ተዋፅ ዖ አ ለ ዉ፡ ፡					
22	የ ተፈካካሪ ድርጅቶች እን ቅስ ቃሴ የ ተጣቃ ሚዎን የ መ ዛ ት ዐ ቅ ም ሚ ግ ዐ ይ ነ ተኛ መን ግ ድ ነ ዉ፡፡					
23	የ ተፈካካሪ ድርጅቶች የ ተሸለ የ ገበያ ማኽ ቃቢያ ሥሩ በ ሚ ሁ ሩ በ ት ጊ ዜ ሽ ያ ጭ ይ ጨ ም ራ ል፡፡					
24	የ ገበያ ማኽ ቃቢያ ሥሩ በ ሚ ሁ ሩ በ ት ጊ ዜ ከ ተ መ ሳ ሳ ይ ድርጅ ቶች ቅ ና ሽ ይ ኖ ራ ል፡ ፡					
25	የ ምሮት አ ቅ ር ቦ ት በ ጥ ዋ ት በ ሟ ር በ ት ወ ቅ ት ሽ ያ ጭ ይ ጨ ም ራ ል፡ ፡					
26	የ ተ ፈካ ካ ሪ ድርጅ ቶች ስ ራ ለ ሽ ያ ጭ ባ ጨ ም ር አ ስ ተዋ ዖ አ ለ ዉ፡ ፡					
27	የ ዋ ጋ ቅ ና ሽ በ ሟ ር በ ት ጊ ዜ ዐ ለ ታ ዊ ሽ ያ ጭ ይ ጨ ም ራ ል፡ ፡					
28	የ ገበያ ማኽ ቃቢያ ሥሩ የ ተ ሸ ለ ሽ ያ ጭ እን ዲ ጨ ም ር ይ ረ ዳ ል፡ ፡					
29	የ ተ ፈ ጠ ነ ም ሮ ት አ ቅ ር ቦ ት ሲ ኖ ር ሽ ያ ጭ ይ ጨ ም ራ ል ፡ ፡					
30	ነ ፃ የ ማ ጠ ጡ ግ ብ ዛ ተ ጣ ቃ ሚ ዎ ን በ ማ ቃ ት ፍ ጆ ታ ን ይ ጨ ም ራ ል ፡ ፡					
31	በ ካ ም ፓ ኒ ዎ ች መ ካ ከ ል ያ ለ ዉ ፉ ክ ክ ር የ ተ ሸ ለ እን ድ ነ ሽ ጥ ይ ረ ዳ ና ል ፡ ፡					

እ ና መ ሰ ግ ና ለ ን

DECLARATION

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I the under signed hereby declare that this thesis has been prepared by me in partial fulfillment of the requirements for the award of a Master's degree in Marketing Management. I wish to state that this work has never been presented in any University or Institution of learning apart from references made to the works of other people for which I have dully acknowledged. Therefore it is an original work done by me under a close supervision of my advisor.

_____   _____

Name   Signature

St. Mary's University, Addis Ababa   May, 2018

STATEMENT OF CERTIFICATE

This is to certify that Dawit Shewangizaw has carried out his research work on the topic titled as: 'FACTORS AFFECTING SALES PERFORMANCE OF HEINEKEN IN ETHIOPIA". The work is original in nature and is suitable for submission for the award of Master's Degree in Marketing Management.

Advisor: _____

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