



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

**FACTORS AFFECTING MARKET SHARE OF BREWERY COMPANY
THE CASE STUDY OF HABESHA BREWERY**

**BY
BEZA TESFAHUN**

**A THESIS PROPOSAL SUBMITTED TO ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLEMENT OF
THE REQUIRMENTS FOR THE AWARD OF MASTER'S IN BUSINESS
ADMINISTRATION**

**JUNE 2021
ADDIS ABABA, ETHIOPIA**

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ADVISOR: MESFIN TESFAYE (PHD)

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DECLARATION

I, the undersigned, declare that this thesis is my original work, presented under the guidance of Mesfin Tesfaye (PHD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher institution for the purpose of earning any degree.

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ENDORSEMENT

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

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June 2021

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Beza Tesfahun

LIST OF ACRONYMS

SPSS- Statistical package for social science

ANOVA - Analysis of Variance

VIF – Variance Inflation Factor

MM – Marketing Mix

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ABSTRACT

Ethiopia's Beer market has shown substantial growth with numerous new brands introduced in the past few years. The purpose of this study is to examine factors affecting market share of Habesha Brewery Share Company. The study focused on four determinants (marketing Mix) namely product strategy, price strategy, promotion strategy and distribution strategy which can affect market share of Habesha Brewery. Explanatory research design and Descriptive research design is applied to have a better insight and gain a richer understanding about the effect of those factors on market share of Habesha Brewery. Primary and secondary data collection instruments is used to collect data for this study, the study also use questionnaire and interview data collection instruments. Both probability and non-probability sampling is used in the sampling technique. Purposive samplings, which are of non-probability sampling, is used to select Managers of Habesha brewery. Simple random sampling technique, which is of probability sampling, is used to select the respondents among the total number consumers found from the selected customer of Habesha brewery. The data is analyzed through Multiple Linear regression model and hypothesis testing is performed using SPSS software. The result showed that there is a positive and significant relationship between market share of Habesha brewery and product strategy, price strategy, promotion strategy and distribution strategy. Finally, the study recommended that appropriate and adequate measures of marketing mix strategies lead to long term business successes, holding remarkable market share.

Key words: Habesha Brewery, Marketing mix strategies and Market share

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The most popular alcoholic beverage in Ethiopia is beer. There is great advantage for beer market due to the demographic structure in Africa. The continent has the largest young working age group in the world. Sub-Saharan African countries are showing the highest economic growth, and population growth in the world (Doo, 2015).

The first brewery in Ethiopia was established in 1922 by St. George Beer (named after the patron saint of Ethiopia). Brands like Meta and Bedele are also older brands in Ethiopia but have since been acquired by foreign companies and re-branded. The Beer industry in Ethiopia has gone through tremendous growth in the last two decades. It transformed into one of the most competitive industries in Ethiopia with millions of birrs spent on advertisements alone. The competitiveness of the industry has led to more investment the farming sector such as in malt production (Mulugeta et al., 2017)

The expansion of brewery industry as well as the increased production and marketing opportunity for bottled beer are clear indicators of high demand for such products. Therefore, effective marketing activities leads to high rates of return usually accompany by high market share. One of the important items that affects market share is marketing mix. The ability of using the successful marketing mix activities is critical for a company's market share performance (Baldauf A. et al 2000; Cooper & Kleinschmidt, 1985; Lages&Lages, 2004; Leonidou L. et al 2002; Mavrogiannis M. et al, 2008).

As a result of the country continuous economic development, Ethiopian beer market is exposing an amazing increasing trend every year. Especially in recent five years, the industry shown more than a 20% increment trend each year and expected to grow in the future. Because of this attractive industrial growth new domestic and foreign investor are investing in the sector (Habesha brewery annual report, 2019). This makes the competition stiff and brewery companies should have sound marketing mix strategy to satisfy their consumers.

As a real business, brewery companies are sharply competing against each other amongst others: competitive prices, product quality, reachable outlets, and aggressive promotion; it is useful to explore the

relationship further. This research investigates to what extent the 4Ps marketing mix elements influence the market share of Habesha brewery.

Hence, due to the significance of the issue and absence of sufficient empirical studies on Ethiopian beer industries pertaining to this topic incorporating crucial variables collectively is what motivated the researcher to examine main factors that affect market share of Brewery Company focusing on Habesha breweries.

1.2 Statement of the problem

Due to the growing competition in the marketplace, more demanding and assertive customers, and rapid advancement in technology has changed the marketing environment dramatically and is becoming more turbulent. To be successful in the business, companies should have a competitive marketing mix strategy. The main reason that makes marketing mix a powerful concept is, it makes marketing easy to handle and allow the separation of marketing activities from other activities of the firm and the delegation of marketing tasks to specialists (Goi, 2009)

According to the Gating ton (1993), market share influenced by marketing mix activities pursued by the companies. The price of a product has a direct relationship with market share (Kotler and Keller, 2006). The product of a firm has a positive impact on business market and increases demand Almansour (2012). The methods and process distribution affects products availability to customers Martin (2014). Promotion has a positive impact the market shares of the firm Matola (2009). As a result, company's marketing aspects towards 4Ps are important for gaining market share. That is setting competitive prices or below competitive levels, providing best product quality, more rapid product supply and effective promotion are key dimensions to change market share of companied in each market Best (2005).

Current Ethiopian beer market is known for its stiff competition and this was resulted from growing supply and companies come up with different kinds of marketing strategy to get consumer mind Some of them come up by cutting price, others come with massive promotion strategy and also some companies use range of new brands to get additional market share with this growing competition some companies lose their market share and exposed to merger with giant companies(Habesha brewery annual report, 2019).

Recently preliminary investigation is made by the company to evaluate their Market share status and the market share is declining. Based on the investigations there are different factors that give raise for market share reduction.

Accordingly, this study attempts to give a clear indication for factors currently affecting market share of Habesha breweries taking the 4Ps marketing mix element price, product, distribution, and promotion as a variable.

1.3 Goal and objective of the study

1.3.1 General objective

The main aim of this study is to examine factors affecting Market share of Habesha Brewery Share Company.

1.3.2 Specific objectives:

- ❖ To examine the relationship between price strategy and market share Habesha Brewery.
- ❖ To show the connection between product strategy and market share of Habesha Brewery
- ❖ To identify the linkage between distribution strategy and market share of Habesha Brewery
- ❖ To detect the association between promotion strategy and market share of Habesha Brewery

1.4 Research Questions

Derived from the research problem, The following questions are raised in order to determine the relationship between the dependent and independent variables.

- 1.Does product strategy affect Market share of Habesha Brewery?
- 2.Does Price strategy affect market share of Habesha Brewery?
- 3.Does Promotional strategy enhance market share of Habesha Brewery?
- 4.Does Distribution strategy have an impact on market share of Habesha Brewery?

1.5 Significance of the Study

The aim of the business establishment is to continue in business by generating profit through production and sale of products or services. Without optimal profit, a business firm cannot survive. One of the core

activities in a business company is having a well-developed marketing strategy. The ultimate success or failure of a company depends on its marketing strategies.

The study, therefore, intended to help the company management to redirect their attention to recognize the linkage between the factors (4Ps) and market share of Habesha brewery. So that any concerned bodies could take the initiatives in managing these marketing mix elements and to boost the market share considerably.

This research has significant role to play in shading light on how to better understand what variables that have an impact on market share of beer companies. Additionally, this study will have a paramount importance in providing a better ground for beer company's sales managers, business professionals, business initiatives and policy makers.

Moreover, there is no grounded research in factors affect market share of brewery industry in Addis Ababa. As a result, the study findings will contribute as a steppingstone which will be used for other researchers who would like to undertake research on similar and/or related area of the study in the future.

1.6 Scope of the study

The study is mainly concerned on the factors affecting market share of Habesha Brewery Share Company by taking the 4Ps marketing mix strategies as a core variable. The study includes the basic marketing mix elements such as product, price, promotion, and distribution strategies of the company. As Addis Ababa is a better representative of the country this study is limited to Addis Ababa Habesha brewery customers and consumers. It will also provide a conceptual and theoretical appraisal on the nature of Market Share and factors which determine market share in beer industry in case of Addis Ababa City. The brewery is in Debrebirhan 130 km from Addis Ababa. The head office of the company is also found in Addis Ababa.

1.7 Definition of key terms

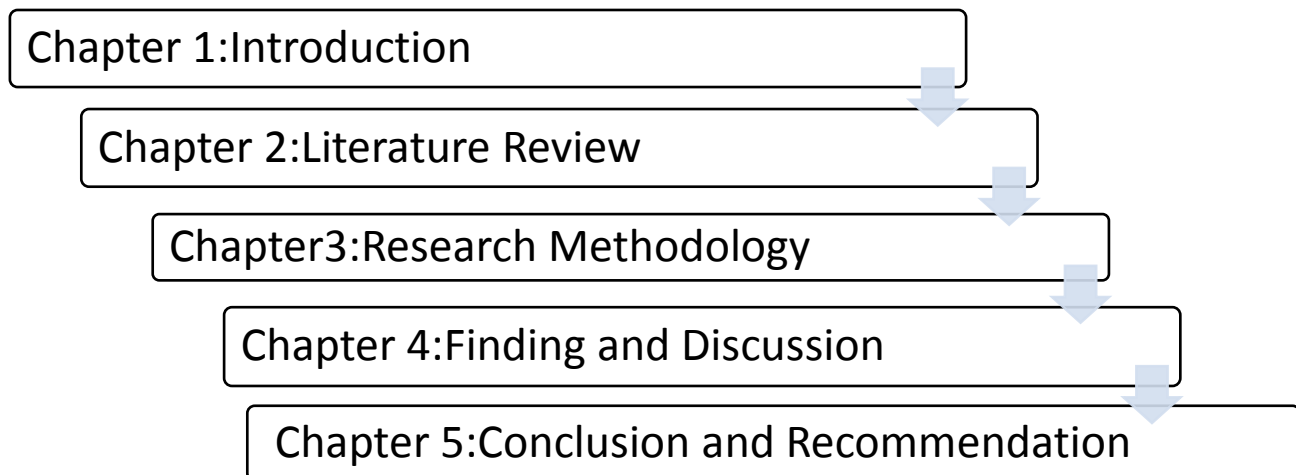
- ❖ **Marketing mix:** The marketing mix is the set of tactical marketing tools: product, price, place, and promotion, that the firm blends to produce the response it wants in the target market (Kotler ,2005)
- ❖ **Product:** A product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a need or want. (Kotler and Armstrong (2010))

- ❖ **Price:** price is the amount of money charged for a product or service, or the sum of all the values that customers give up gaining the benefit of having or using a product or service. (Kotler and Armstrong (2009, p. 263))
- ❖ **Promotion:** the means by which firms attempt to inform, persuade, and remind consumers, directly or indirectly, about the products and brands they sell. (Kotler and Keller (2012, p.476))
- ❖ **Distribution:** Distribution is the Distribution of products takes place by means of a marketing channel, also known as a distribution channel. (Kotler, P., Australia, Pearson, (2014, p 297-394))

1.8 Organization of the study

The study comprises five main chapters. Chapter one is devoted to the general introduction covering the background of the study, the statement of the problem, the objectives, significance, scope and how the research was organized. Chapter two is mainly concerned with the review of related literatures on factors affecting market share of Habesha Brewery Company. Chapter three provides the methodology that was applied to achieve the research objectives including primary data and method of analysis. Chapter four covers the analysis and presentation of data. This chapter discusses the result obtained in accordance with the research questions. Finally, chapter five deals with conclusions of the findings and recommendations forwarded.

Figure 1.1 Organization of the paper



CHAPTER TWO

REVIEW OF RELATED LITERATURE

This section presents theoretical and empirical review on the factors affecting market share of Habesha Brewery Share Company. Accordingly, the first part will present theoretical literature about different factors affecting market share within beer industry and explained about market share theory. The second part will discuss about various empirical studies and the conceptual framework depicted in the third part.

2.1 Theoretical Literature

2.1.1 Definition of Beer

Beer is defined as a fermented alcoholic beverage made of malted cereals, water, hops, and yeast. It is one of the oldest and most widely consumed alcoholic drinks in the world, and the third most popular drink overall after water and tea. Over the past decade there has been a remarkable increase in the beer industry. It can be stated that a phenomenon occurred within the beer industry (Wikipedia).

2.1.2 Beer Consumption in Ethiopia

Beer industries in Ethiopia have been growing in recent years including a flow in demand associated with increased urbanization, population growth, and rising incomes. From a level of just one million hectoliters in 2003/04, total beer production of the country has increased to nearly 3.1 million hectoliters by 2008/09 (Abiy Solomon, 2015) and by currently (2014) it reached 7.1m hectoliters annually (Addis fortune, 2014).

The beer market is at a turning point in Ethiopia. Its value has grown dramatically, reaching USD 620 million over the years, while consumption grew by 16 per cent yearly, as studies show. While annual production hit as high as 7 million hectoliters, the number of breweries has almost doubled. Consumers have seemingly dozens of choices to quench their thirst for invented beers with an emphasis on flavor and technique. This has brought about many changes, from rethinking the marketing strategy and resource management in the retail trenches to mushrooming of products and services by the breweries to simplify, innovate and improve their operations. (The evolution of Ethiopian beer industry by Mutesi, 2018). Ethiopia, along with Kenya and Zambia, has the fastest growing markets in Africa, as Canadian findings show. Ethiopia's alcoholic beverage industry comprises of wineries, distillers, and breweries. Breweries account for 90 per cent of the revenue generated by the industry. (IBID)

2.1.3 Market Share and Profitability

Market share is the percentage of total sales (by value) or total output that a company has in a specified market compared to other companies. Market share is also a key indicator of market competitiveness, it enables executives to judge total market growth or decline, identify key trends in consumer behavior and see their market potential and market opportunity (Market share by Buxton).

There is a widely held belief that market share and profitability are strongly related (Buzzell and Gale 1987; Simon 2010). Research conducted in the 70s by Gale (1972), Shepherd (1972) and Buzzell, Gale and Sultan (1975) supported the hypothesis of a positive relationship between market share and profitability. The most common explanation as to why market share leads to higher profitability are higher economies of scale and experience and market power (Buzzell 2004; Jacobson, 1988). Economies of scale provide larger firms with cost advantages (Demsetz 1993; Sharp et al. 2002).

Market share is one profitability indicator for businesses (Kotler, 2002), and therefore many companies position “market share maximization” as their competition strategy. The more customers there are in the market buying their products, the more they can leverage the power of words of mouth to instill quality standard into consumers, and low purchase risk will attract even more customers. It also used to express competitive position and business performance. An increase in market share can be equated with success associated with higher profits; whereas decreased market share is a manifestation of unfavorable actions by firm and usually equated with failure. In general, market share is one measurement of business performance, market size acquiring and competition positioning.

2.1.4 Marketing Strategies

Marketing strategies and tactics relate to taking decisions on different variables to influence mutually satisfying exchange dealings and relationships. Characteristically, marketers have different tools they can use, these include mega marketing (Kotler, 1997) and called 4Ps of product marketing (McCarthy, 2002). Marketing appears simple to describe, but very difficult to practice (Kotler and Connor, 1997)

According to (Schnars, 1991), marketing strategy has been a most important focus of academic inquiry since the 1980s. There are number of definitions of marketing strategy in the literature and such definitions reflect different viewpoints (Li et al., 2000). On the other hand, the consensus is that marketing strategy gives the avenue for utilizing the resources of an organization in order to gain its set goals and objectives. In general, marketing strategy deals with the adapting of marketing mix-functions to

environmental forces. It evolves from the interaction of the marketing mix elements and the environmental factors (Li et al., 2000). Therefore, the function of marketing strategy is to determine the nature, strength, way, and interaction between the marketing mix- elements and the environmental factors in particular circumstances (Jain and Punj 2002). According to (McDonald, 1992), the aim of the development of an organization's marketing strategy is to set up, build, defend and maintain its competitive advantage. Decision-making judgment is important in coping with environmental ambiguity and uncertainty in strategic marketing (Brownie and Spender, 2005).

Generally, marketing strategy deals with the adapting of marketing mix elements to environmental force (Li et al, 2000) cited in Akinyele (2011). The function of marketing strategy is to determine the nature, strength, direction and interaction between the marketing mix elements and the environmental factors in a particular situation. According to Levie (2006) the aim of developing an organization marketing strategy is to establish, build, defend and mention its competitive advantage.

2.1.5 The Concept of Marketing Mix (MM)

Prior to 1980, studies of marketing organization focused largely on its role in implementation of the marketing paradigm. Offered 4ps as marketing mix and introduced that to the scientific centers. He introduced four main factors as effective factors in the marketing of products. These factors were product, price, place, and promotion. According to his point of view, all activities in the field of product and service marketing can perform in the frame of four main factors (Mc carthy et al, 2003)

MM can be defined as controllable group of variables that the organization can use to effect on the buyer's response to product or service (Kotler, 2000), and CIM (2009) can be defined MM as a term used to describe the combination tactics used by a business to realize its goals by marketing its products or services effectively to a particular target customers group. According to the previous MM definitions, we can define MM as the combination of different marketing decision variables, strategies, and tactics used by the organization management to market its goods and services. The origin of MM concept came from the single P (price) of the theory of microeconomic (Chong, 2003) after a while, McCarthy (1964) introduced the MM as the (4Ps) which are price, place, product and promotion, as a type of clarifying marketing planning into practice (Bennett, 1997). Palmer (2004) defines MM as a conceptual framework that clarifies the main decisions managers' efforts in configuring their offerings to suit consumers' needs for developing long-term strategies or short-term tactical programs (Palmer, 2004). Kent (1986) refers to the 4Ps of the MM as the holy quadruple of the marketing faith written in tablets of stone. MM has been

extremely influential in informing the development of both marketing theory and practice (Möller, 2006). Grönroos (1994) clarified the main reasons of the MM as a powerful concept to make marketing seem easy to handle, to allow the separation of marketing from other activities of the organization, to delegate the marketing tasks to specialists, and to change an organization's competitive position by activating the components of the MM. According to the marketing literature, we think that 4Ps developed over time according to the needs of the practices of organizations, and MM become strategically in a good position in the marketing plan.

Effective marketing mix strategies have greatly contributed towards improved business performance in different aspects of a firm such as the growth in sales volume, the level of the return on investment as well as maintenance of the goodwill. This implies that effective marketing mix strategies strengthen the level of competitiveness and the market share.

2.1.6 The 4Ps of Marketing Mix

The marketing mix is mainly grouped under four elements that is: Product, Price, Place, Promotion it offers an optimum combination of all marketing ingredients so that companies can realize goals for example profit, sales volume, market share, and return on investment (Singh, 2012). As per the Kotler et al. (2006) the pillars of marketing strategy are the four marketing mix instruments which are product, price, promotion, and place. Therefore, effective marketing program blends all of the marketing mix elements for product (4p's) and services (7p's) into a coordinated program designed to achieve the company's marketing objectives. The marketing mix constitutes the company's tactical tool kit for establishing strong positioning in target markets.

2.1.6.1. Product

In essence, the term "product" refers to anything offered to provide customer satisfaction, be it tangible or intangible. It can be a single product, a combination of products, a product-service combination, or several related products and services. Although a product is normally defined from the perspective of the manufacturer, it is also important to note two other points-of-view those of the consumer and other relevant publics (Burnett, 2008).

Marketers define a product as being a bundle of benefits. This means that the product is more than just the sum of its physical characteristics; it includes fringe elements such as the brand image, the way the product is packed and delivered, even the color of the box it comes in.

According to Quain (2012) primary characteristics are those core benefits of the product that it has in common with its competitors; auxiliary characteristics are the features and benefits that are unique to the product.

Product refers to the goods and services presented by the organization. So, in few words, the product can be known as a pack of advantages which a marketer presents to the customer for a price. Thus, the product is the main element of any MM (Singh, 2012).

2.1.6.2 Price of Product

Price The second most significant element in the MM is the price. It can be known as the value charged for any product or service (Borden & Marshall, 1959). Fixing the product's price is a difficult job. The marketers must know that while fixing the price, so many factors like the need of a product, cost involved, consumer's ability to pay, government restrictions, prices charged by competitors for comparable products, etc. can control this process. In fact, pricing is a very critical decision zone as it has its impact on the need for the product and on the profitability of the organization (Singh, 2012).

According to Kotler (2002) a suitable price is one that will cover the costs (fixed and variable) and leave the proprietor with a reasonable profit. Consequently, the contribution margin per liter of beer sold is critical in determining volume to be sold to break even and even to post a profit. The industry is profit making and highly competitive. Therefore, very small changes in price may translate into significant volumes of sales and larger market share also higher profits.

Prices may vary for a vast number of reasons (advertising, lower economies of scale, premium brand positioning, generics, and several other factors). These prices demonstrate information perceived in many ways by consumers. A consumer might perceive a lower priced product to be considered "cheap" or having low quality and consumers often associate a high-priced retail product with higher quality than those of lower pricing (Lambert, 1972), whereas a different consumer could potentially see the low cost as a good value (Hruschka, 2002). Therefore, price is a major factor in determining brand choice.

First, several studies have been conducted in order to determine the effect of price on alcohol consumption. Studies have found an inverse relationship for sales and pricing. For example, as price of alcohol beverages increase, then sales for these products decrease and vice versa (Österberg 1995; Levy and Sheflin, 1983). Second, the consumer wants the best product at the best price. Therefore, a higher priced item will have more economic risk, but higher priced goods are more visible to others socially.

2.1.6.3 Promotion

Promotion is one of the strongest elements in the MM. Sales promotion actions are publicity, public relations, fairs and demonstrations etc. (Culliton, 1948). It is the marketing manager who decides the level of marketing expenses on promotion. Promotional actions are mainly meant to complement personal selling, advertising, and publicity (Burnett, 2008). Sales promotion is attributed to the actions and decisions which provide specific short-term measures. This promotional tool used by a consumer or buyer provocation - to buy more and faster. Inducements include coupons, prizes, free samples, discounts, promotional items. Direct marketing refers to direct communication between the client and manufacturer. It encompasses a wide variety of marketing materials such as brochures, catalogues, postcards, newsletters, sales letters, personal selling, mailbox, phone, catalogs, interactive television, and internet marketing.

Promotion helps the trader and sales force to show the product to the customers in an effective manner and encourage them to purchase. Promotion depends on many mixtures of its components which are used to realize the organization's marketing objectives. Advertising is a strong element of promotion mix (Singh, 2012). The main purpose of the advertising is to make and evolve the image of a product in the market zone. It is one of the significant tools of competition which saves the dynamism of industry. Promotion mix determines the positioning of the product in the target market. It should be considered as an expense and hence added to the cost of a product (Borden & Marshall, 1959).

2.1.6.4 Place/Distribution

Place is a very important element of marketing also called the distribution, which is defined as the process and methods by which products or services reach customers (Martin, 2014). Distribution helps customers and users to find and keep purchase those products from those manufacturers or providers with them at the time of need.

Goods are produced to be sold to customers; they must be made ready to the customers at a suitable place where they can handily make deal. So, it is important that the product is ready at markets in the city. This includes a chain of persons and organizations like distributors, wholesalers and retailers who shape the distributing network of the organization (the channel of distribution). The organization must choose whether to sell directly to the persons or through the distributors. It can even plan to sell it directly to customers (Burnett, 2008).

Therefore, to control and manage these processes, companies need to develop an appropriate marketing channel, to coincide with the company's goals. Ease of accessibility of products and services ensures customers are flexible and perceives the purchase as easy. This wholesomely affects sales and in turn the market shares of the company.

2.1.7 Ethiopian Beer Market

The Ethiopian brewery industry traces its roots back to 1922 with the establishment of the St. George brewery. Private investment in the sector commenced in 1997 when BGI Ethiopia, the brewing arm of France's Castel Group, entered the market, building the seventh brewery and acquiring the first, St George Brewery, a year later. Today, BGI Ethiopia operates the largest number of breweries, at four, and has a production capacity of 4.3 million hectoliters a year, giving it the second-largest market share. (Ethiopian Breweries by Asoko insight, 2019)

Heineken was the next foreign player to enter the market, acquiring two breweries in 2011 and opening a third in 2014. Heineken is currently the top producer, with capacity of 5.6 million hectoliters a year. (IBID) In 2012 another international giant, Diageo, entered the market by acquiring Meta Abo Brewery, which had been established in 1967. Having expanded production from an initial 50,000 to 350,000 hectoliters at its Sebeta factory, Diageo entered the market with a sizeable capacity. Diageo-Meta Abo tripled its output again in 2015 and now has the fourth-largest market share at 1.7 million hectoliters annually, all based at a single facility. (IBID)

Three locally controlled brewers round out the sector. The oldest, Dashen, was established in 2000 and now has two breweries with a production capacity of 2.9 million hectoliters, making it the third-largest brewer. UK-based investors Vasari Global and Duet Group hold a 51% stake in the company, acquired in 2012 in a partnership with TIRET Group, a local endowment fund. (IBID)

The foreign investment enabled Dashen to expand, opening its second brewery in 2015. This was a time of significant growth in the sector, with three local brewery companies entering the market between 2014 and 2017. Raya Brewery opened in 2014 and was bought out by BGI in 2018. Habesha Brewery launched in 2015 and is now the fifth largest brewer with production capacity of 850,000 hectoliters. It is 60% owned by Bavaria, a Dutch brewing company. Most recently, Zebidar started brewing in 2017 and is currently in the process of being acquired by BGI, which would add its 350,000-hectolitre capacity to its total. Today, the country produces approximately 7 million hectoliters of beer per year, there are currently

six main brewers that together own 12 breweries producing at least 24 different brands of beers namely Meta, Bedele, Dashen, Jano, Habesha, Harar, Walia Raya, St. George Beer, St. George Amber, Zebedar Beer, Heineken, Castel, Hakim Stout, Garden Bräu Ebony and Garden Bräu Blondy. As is the case globally, multinational brewers have a strong presence in Ethiopia and there are high levels of foreign investment in the sector. However, in the last five years the entrance of small and locally led brewers into the industry has shifted the balance of foreign dominance. (IBID)

2.2 Empirical Review

The study has reviewed various empirical studies that are related with factors affecting market share within beer industry by incorporating various empirical studies conducted in different countries.

Brooksbank et al (1992) using model studies of Chinese firms in Hongkong found a significant correlation between performance of the product and reputation of companies or brand. Quality characteristics of a product include information regarding usage, importance of product to different customers and its ability to make a difference. Research proves that there is a relationship between product qualities with customer loyalty (Youn and Kijewski, 1997). The relationship is positive between brand, quality, and design. Product activity (e.g., innovations, changes in form, etc.) enhances a brand's perceived quality, increases purchase likelihood, and builds equity (Berger, Draganska, and Simonson 2007).

In retail markets, consumers are value driven, where value is considered a tradeoff among price and value. Price can serve as an indicator of quality for consumers. The higher the price of a product, the more perceived risk a consumer incurs (Quester and Smart, 1998). In general, consumers often associate a high-priced retail product with higher quality than those of lower pricing (Lambert, 1972). However, some researchers believe that this quality and price relationship is too simplistic (Sweeney and Soutar, 2001). Prices are used by marketers in retail stores to appeal to different consumers on different levels. The consumer uses comparative judgments to evaluate a potential purchasing decision. The consumer utilizes reference prices to make these comparisons (Alvarez and Casielles, 2005). Reference pricing is a subjective price level that is used by the consumers to determine if the product is at an acceptable price for purchase (Mayhew and Winer, 1992).

Less frequent changes of prices caused customers to perceive a company as focused and this assists in planning hence positively enhancing a company perception in the market. According to Isaboke (2003)

most oil companies follow the strategy of matching competitor prices more often than price skimming strategy. Price skimming is a pricing strategy in which a marketer sets a relatively high price for a product or service at first, and then lowers the price over time.

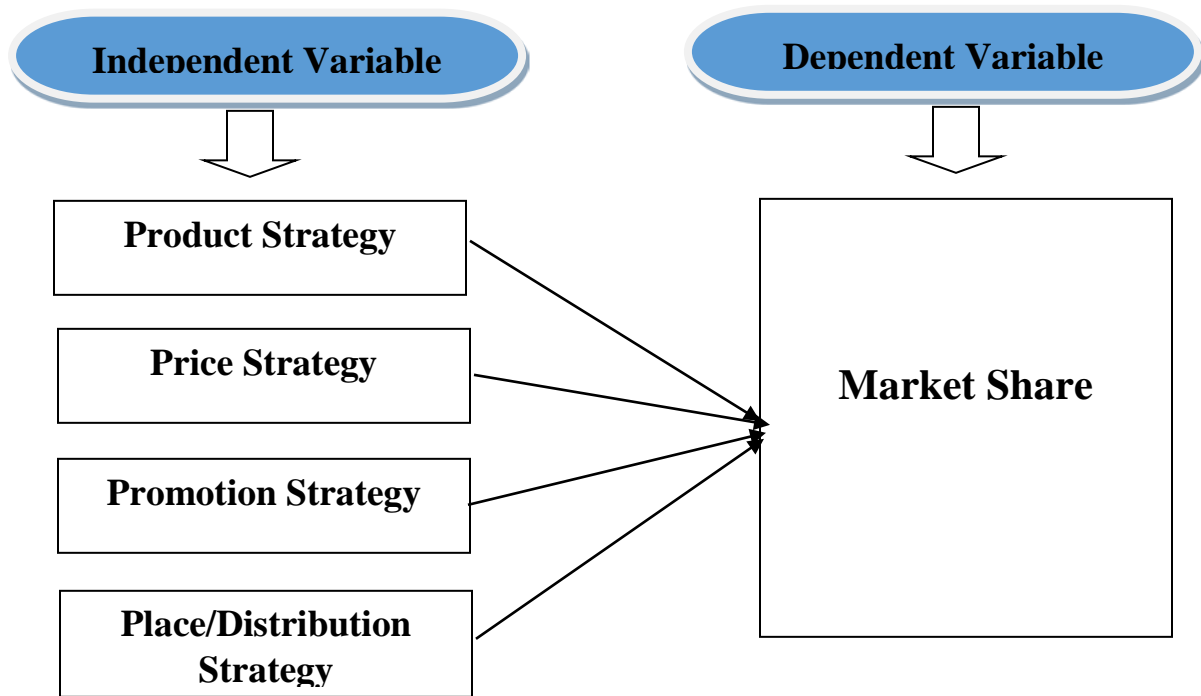
The purpose of promotion is to communicate benefits of using a product or service so that more customers are attracted to buy (Lamb et al, 2009). Strategies employed are advertisement, merchandise promotion (sales promotion) and direct selling (Lamb et al, 2009; Kotler and Keller, 2009; Kevin et al, 2009; Brookbank, 1994) It has been applied to remind users about the product and to increase product demand. (Jager, 2007) Each product or service requires a unique mix of promotional activities to yield maximum effect. Therefore, each seller must tailor product promotion to suit the product and the market segment. Some users are attracted to product characteristics while others are attracted to discount price (Jager, 2007). Research by Gaski and Etzed (1996) proved there is a relation between promotion and customer satisfaction. A study in India found out that confusing advertisement led to dissatisfaction of the customer (Vadarajan, 1990). Other studies, however, have recommended an integrated marketing communication (IMC) as a more effective method of promotion. This includes a mix of promotional elements like advertising, public relation, merchandise promotion and personal selling. (Boone and Kurte, 2007)

Kevin et al (2009) posited that customer benefit from a well-managed and effective distribution network. Research by Ferdons and Towfique (2008) indicated a significant relationship between distribution (place) and customer satisfaction. However, other studies (Sin, 2000) stated that there was no significant correlation between performances of companies with distribution channels. Distribution in the context of this study refers to the method that the company follow to distribute its product to consumer.

2.3. Conceptual Framework

In the detailed part of the literature review, core points with regards to relationship between Price, Product, Distribution and Promotion with market share framework were discussed. Hence, the study will examine how marketing mix (4P's) affects the market share of Habesha brewery share company. The marketing mix has an influence on the market share performance of companies as indicated in the reviewed literature. Therefore, the conceptual framework for the study is depicted by figure 1.2 below. Conceptualization attempts to visualize the causality of the research problem prior to understand this research in detail. In this research it will plan to investigate the relationship between Marketing mix (4Ps) and Market share.

Figure 2.1 Conceptual framework of the study



Sources: Researcher formulation based on theories

2.4 Research Hypothesis

From set of independent variables anticipated to have significant impact on Market share of Habesha Brewery, researcher formulated the following hypothesis described below.

H1: There is significant positive relationship between product strategy and Market share of Habesha brewery.

H2: There is positive and significant relationship between price strategy and Market share of Habesha brewery.

H3: There is a positive relationship between Promotion strategy and Market share of Habesha brewery.

H4: There is significant positive relationship between distribution strategy and Market share of Habesha brewery?

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter deals with research methodology used to carry out the research. The chapter is organized in 10 sub sections. In its first part there is a research design, then after it presented subsequently about research approach, population, sample and sampling technique, data type, sources and instruments, data analysis, model specification, validity and reliability and ethical consideration.

3.1 Research Design

According to Kothari (2000) research design constitutes the blueprint for the collection, measurement, and analysis of data. Having the marketing mix (4Ps) strategies with market share framework as a base for this study, the research framework is intended to test the research hypothesis and shows the effect of the four variables on the market share of Habehsa Brewery.

Cooper, et al. (2003) discussed those explanatory studies unlike descriptive studies, go beyond observing and describing the condition and tries to explain the reasons of the phenomenon. Thus, explanatory research design and descriptive research design is used in this research because the study undertakes to examine the factors affecting market share and identify those factors that significantly affect market share of Habesha Brewery which is appropriate for the objective of the study.

3.2 Research approach

When conducting a research, there are different ways of approaching the problem. According to Creswell (2009), there are three approaches of research: quantitative, qualitative, and mixed. The following discussions briefly presents the basic features of these research approaches. Quantitative research is a means for testing objective theories by examining the relationship among variables (Creswell, 2009). On the other hand, qualitative research approach is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem with intent of developing a theory or pattern inductively (Creswell, 2009). Finally, mixed methods approach is an approach in which the researchers emphasize the research problem and use all approaches available to understand the problem (Creswell, 2003). Hence, based on the above discussions of the three research approaches and by considering the research problem and objective, this study used quantitative approach.

3.3 Target Population

The target population is the entire population, or group, that a researcher is interested in researching and analyzing. A sampling frame is then drawn from this target population. So, the target population of the research is all customers and consumer in Addis Ababa who consume Habesha beer Product.

3.4 Sampling Design

Research design is the framework or road map of research methods and techniques chosen by a researcher. The design allows researchers to home in on research methods that are suitable for the subject matter and set up their studies up for success (Paul j Lavrakas;2008).

This research is conducted using both probability sampling and non-probability sampling. Purposive sampling technique which is non-probability sampling which is deliberate choice of a participant due to the qualities the participant possesses. It is a non-random technique Simply put, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Tailor, G. R. (Ed.). (2005) and 10 Managers of Sales and marketing of the brewery to assess market share performance will be selected based on the above assumption.

Simple Random Sampling techniques where each unit of the population has the equal chance of being drawn in the sample is used to select the Consumers of Habesha beer product from which consumers are distributed to each sub cities in Addis Ababa based on their population percentage.

3.5 Sample Size

Sample size is a term used in market research for defining the number of subjects included in a sample size. By sample size, we understand a group of subjects that are selected from the general population is considered a representative of the real population for that specific study (<https://www.omniconvert.com/what-is/sample-size/>)

Determining sample size varies for various types of research designs and there are several approaches in practice. A general rule, one can say that the sample must be of an optimum size i.e., it should neither be excessively large nor too small (Kothari, 2004). As the number of consumers is infinite and is difficult to prepare source list, the researcher used survey from infinite population. In this case, the researcher calculated sample size from the total population using the following formula, which is presented in Kothari (2004: 179).

$$n = \frac{Z^2pq}{e^2}$$

Where,

n is the sample size

z is the selected critical value of desired confidence level

p is the estimated proportion of an attribute that is present in the population,

q = 1 – p and e are the desired level of precision

For example, suppose we want to calculate a sample size of a large population whose degree of variability is not known. Assuming the maximum variability, which is equal to 50% (p =0.5) and taking 95% confidence level with ±5% precision, the calculation for required sample size will be as follows--

p = 0.5 and hence q =1-0.5 = 0.5; e = 0.05; z =1.96

$$\text{So, } n = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = 384.16=385$$

As a result, based on the formula this study needs a sample of 385 consumers of Habesha beer at 95% confidence interval. Consequently, the researcher distributes 385 questioners for sampled users of Habesha beer.

To achieve the study purpose, Simple random sampling procedure is applied in selecting a sample consumer. There are ten sub cities in Addis Ababa and sample consumers are selected based on their percentage from the total population based on the below formula.

$$nh = \frac{Nh}{N} * n$$

Where,

‘nh’ is sample size of sub city h,

‘Nh’ is the population size of sub city h,

‘N’ is the total population and ‘n’ is the total sample size.

Table 3.1: Sample distribution of respondents

S. N	Sub city	Population	% From the total population	Sample Consumer
1	Arada	225,999	8%	31
2	Akaki	195,273	7%	27
3	Addis Ketema	271,644	9%	35
4	Bole	328,900	11%	42
5	Gulele	284,865	10%	39
6	Kirkos	235,441	8%	31
7	Kolfe Keranyo	546,219	18%	69
8	Lideta	214,769	7%	27
9	Nefas Silk-Lafto	335,740	11%	42
10	Yeka	337,575	11%	42
	Total	2,976,425	100%	385

Source: - Office of the mayor of Addis Ababa official Page

3.6 Sources of Data and Tools/Instruments of Data Collection

According to Kothari (2004:95), a researcher should consider two types of data, primary and secondary. The researcher, hence, used both primary and secondary sources of data to gather relevant information. Primary data collected using questionnaires. The quantitative data is collected through administered questionnaires. On the other part of the consumers close ended questionnaires is distributed using five-point Likert-scale questionnaire for consumers of Habesha beer products found in the Addis Ababa city. Open ended questions also distributed for Marketing manager of Habesha brewery to evaluate Market share performance of the brewery. From the sources of secondary data, the researcher uses market share data and sales data of the brewery.

3.7 Research Model

The objective of this study examined factors affecting Market share within beer industry in case of Habesha brewery. Accordingly, to test factors affecting Market Share within beer industry in case of Habesha brewery, the researcher used Multiple Linear Regression Model in the following form.

$$MS = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

MS=Market Share

α =Constant

β =Coefficient of estimate

X1 = Product Strategy

X2 = Pricing Strategy

X3 = Promotional Strategy

X4 = Distribution Strategy

ε = the error term

3.8 Data Analysis techniques

Data collected through different instrument were structured, organized, and framed to suit for analysis. Inferential analysis with the aid of the Statistical Package for Social Sciences (SPSS) is undertaken. As a part of descriptive analysis, the study undertake percentage, mean and standard deviations and inferential analysis using correlation and Multiple linear regression and related test is applied. Triangulation method to identify the influence of the predictor variables: Price strategy, Product strategy, Distribution strategy and Promotion strategy on the outcome variable- market share is also done. The choice of regression analysis is ideal because Koop (2006) argued that it is the most important tool for applied economists use to understand the relationship among two or more variables particularly in the case where there are many variables and the interactions between them are complex. The findings are presented in the form of charts, tables and graphs based on their types and appropriateness for presentation.

3.9 Validity and Reliability

3.9.1 Validity

Validity is concerned with whether the findings are really about what they appear to be about (Sounders et. al., 2003). Validity defined as the extent to which data collection method or methods accurately

measure what they were intended to measure (Sounders et. al., 2003). Numbers of different steps are taken to ensure the validity of the study:

- Data is collected from the reliable sources, from respondents who had experience in using the product of beer.
- Survey questions are made based on literature review and frame of reference to ensure result validity.

3.9.2 Reliability Analysis

The reliability of instruments measures the consistency of instruments. Creswell (2003: 1990-92) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates. The reliability of a standardized test is usually expressed as a correlation coefficient, which measures the strength of association between variables. Reliability is the degree to which the measure of a construct is consistent or dependable (Bhattacharjeend, 2012).

To measure internal consistence Cronbach's alpha is the most widely used measure to assess the reliability. In this study Cronbach's coefficient alpha is executed. Cronbach's coefficient alpha is an estimator of internal consistency. The values of Cronbach's alpha range from 0 (observed items are not consistent) to 1 (they completely correlate). This means that internal consistency will be acceptable if Cronbach's alpha is high (George and Mallery, 2003). Hair et al. (2010) reported that Cronbach's alpha ought to be equal to or above 0.70 or 0.60. For the sake of reliability, the researcher uses 0.70 as an acceptable score Before analyzing the collected data, the reliability of the main items of the questionnaire was tested by using Cronbach's alpha.

Table 3.2: Cronbach Alpha Coefficient for all variable

Cronbach's Alpha	N of Items
.784	5

Source: Own Survey, computed in SPSS,2021

Table 3.3: Cronbach Alpha Coefficient for each variable

Factors Affecting Market Share	Cronbach's Alpha	No of Items
Product Strategy	0.832	6
Price Strategy	0.720	6
Promotion Strategy	0.787	6
Distribution Strategy	0.772	6
Market Share	0.795	5
Overall Reliability	0.781	29

Source: Own Survey, computed in SPSS,2021

The above table illustrates that the values of Cronbach's alpha for each of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's alpha ranged between 0.720 and 0.832 with overall Cronbach's alpha value of 0.781 which is highly acceptable according to Malhotra, et.al. (2007) that the value of 0.60 is considered as the lower limit of acceptability for Cronbach's alpha. In addition to these the overall reliability statistics for five variable items is 0.784. Hence, based on the above reliability statistics, it is above the minimum required threshold and showed that the high reliability of the questionnaire. Thus, the reliability coefficient for all items is 78.4% and this implied that the items were reliable and understandable to the respondents.

3.10 Ethical Issues

While conducting the study, ethical issues were primarily considered. Before conducting the data collection all the necessary information about the study was provided to the sample respondents, i.e., who is conducting the study, for what purpose, and the like, this has helped them to decide whether to participate in this study or not. They were also notified that their participation in the study is voluntary; they are not harmed because of their participation or non-participation in the study. They were also aware that anonymity and confidentiality of their response are guaranteed.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This Chapter focuses on the results of analysis and the findings are presented in two categories as descriptive and inferential statistics of the survey data. Descriptive statistics such as frequency distribution and percentage were employed to assess the demographic characteristics and inferential statistics were employed using correlation matrix and Linear regression to examine the factors affecting market share of Habesha Breweries.

Hence, in this chapter, the data collected from respondents were analyzed and interpreted using quantitative analysis which involves analysis of the demographical information of respondents and the descriptive as well as inferential statistics employed to test the hypothesis and to investigate the influence of independent variables on the dependent variable. A total of 331 questionnaires were personally handed to the respondents with close follow up and guidance in filling the questioners and some of the questioner filled using online google sheet questioner filling technique. Almost all respondents completed the questionnaires in suitable form. A multiple regression modeling approach was proposed as an effective method for studying the relationships. The result of this multiple regression model is analyzed and discussed in this chapter. The statistical analysis of this study was done by SPSS software, version 20. And the results of the study were shown in descriptive and inferential section. In descriptive section, tables and statistics were including whereas in inferential section and the result of multiple liner regression was also analyzed.

4.1 Response Rate

A total of 385 questionnaires were distributed with the help of four enumerators and the response rate was indicated in the table below.

Table 4.1: Response Rate

Response Rate	No of Response	Percent
Sample Size	385	100%
Collected	331	85.97%
Remain Uncollected	54	14.03%

Source: Own Survey, computed in SPSS,2021

From the above table, out of 385 distributed questionnaires 331 (85.97%) were collected while 54(14.03%) questionnaires remained uncollected. Therefore, analyses were made based on the responses obtained from 331 questionnaires (85.97%). Hence, this study is aimed to examine the factors affecting market share of Habesha Brewery taking the 4Ps marketing mix strategies as a core variable.

4.2 Demographic Characteristics of the Respondents

This research was enclosed the main demographic characteristics such as gender, age, education level, and occupation type. Gender was considered to find out whether male or female consumers have been highly involved in beer market. Age groups of respondents were considered to find out the age groups that were dominant in beer market especially for Habesha beer in Addis Ababa. Educational level was considered to see the segment of the population who falls within a certain range of level of profession Finally, occupation was considered to find out the consumers type of professions that were mostly engaged and the findings were indicated below:

Table 4.2: Demographic Variables

Item		Count	Percentage
Gender of consumer	Male	261	78.9%
	Female	70	21.1%
Age of consumer	21-30	220	66.5%
	31-40	89	26.9%
	41-50	19	5.7%
	>51	3	0.9%
Education Level	<12 Grade	9	2.7%
	Diploma	23	6.9%
	Degree	244	73.7%
	Master's degree	55	16.6%
	PHD	0	0.0%
Occupation of consumer	Unemployed	14	4.2%
	Student	44	13.3%
	Salaried	218	65.9%
	Businessman/Women	32	9.7%
	Other	23	6.9%

Source: Own Survey, computed in SPSS,2021

From the data presented in table above, the majorities (78.9%) of the respondents were male and the remaining 21.1% of the respondents were female. This indicated that out of 331 respondents around 261 were male and the remaining 70 were female. From the data presented in table 4 above, the majorities (66.5%) of the respondents were under age group of 21-30 years old; 26.9% of the respondents were under age group of 31-40 years and the remaining 5.7%, 0.9% were 41-50 years old and greater than 50 years old respectively. This implied that the majorities 66.5% (21-30 years) of the respondents were youngsters.

Regarding educational level of the respondents, the above figure portrays that the majority (73.7%) of the respondents were BA Degree holders, 16.6% were master’s degree holders and the remaining 6.9% and 2.7% of the respondents were Diploma holder and less than 12 grade completions. Therefore, the educational backgrounds of most respondents were BA and master’s degree holders. Coming to the occupation of the respondents, much of the respondents were mix of salaried and students which covers 65.9% and 13.3% respectively. As indicated Businessman/Women, other occupation and unemployed comprises 9.7%,6.9% and 4.2% respectively from the total sample respondents under consideration. This indicated that the analysis comprising different occupation section of the population.

4.3 Descriptive Analysis

4.3.1 Frequency of beer consumption

Further the researcher has also described about the frequency of beer consumption selected that most of respondents take the product regularly 4-6 days per week and daily as indicated on table 42% and 37.8% respectively. However, as specified below 16.3% and 3.9% of few respondents acquired 1-3 times in a week and less than once a week, respectively.

Table 4.3: Frequency of beer consumption

	Frequency	Percent
Less than once in a week	13	3.9
1 - 3 times per week	54	16.3
4 - 6 times per week	139	42.0
Almost every day	125	37.8
Total	331	100.0

Source: Own Survey, computed in SPSS,2021

4.3.2 Factors influence to consume Habesha Beer products

From the collected respondent most of the respondents drink Habesha beer products because of their product quality which counts 70.7%. however, 17.8% of respondents prefer Habesha beer product because of their promotion strategy and the rest product availability and price of product counts 6.0% and 5.4% Respectively.

Table 4:4: Factors influence to consume Habesha Beer products

	Frequency	Percent
Product quality	234	70.7
Product price	18	5.4
Product Promotion	59	17.8
Product Availability	20	6.0
Total	331	100.0

Source: Own Survey, computed in SPSS,2021

4.3.3. Where you take Habesha beer products

As shown below on table 4.4 sample consumers were mostly relay on their mood and obtained the beer with their friends and which contained 32.6% and 27.8% respectively. Nevertheless, some of the respondents took the beer in local bar or groceries and in the town which is found under hottest temper and wherever there is a promotion running that keeps around 26.9% ,8.2% and 3.6 correspondingly.

Table 4.5: Where you take Habesha beer products

	Frequency	Percent
In local bar or Groceries	89	26.9
In the joint that is the hottest in town at the time	27	8.2
Wherever my friends are drinking	92	27.8
Wherever there is a promotion running	12	3.6
Depends on the mood	108	32.6
Local restaurants	3	.9
Total	331	100.0

Source: Own Survey, computed in SPSS,2021

4.3.4. Experience on consuming Habesha Beer products

As described in the following table, majority of respondents, which covers 51.1% of the total respondents were experienced 2-3 years, 26% of respondents have 3-4 years' experience and the remaining 14.8%

respondents have between 1- 2 years familiarity with Habesha beer products. In addition to this, a small number of respondents those who have less than one year experience enclose 8.2%.

Table 4.6: Experience on consuming Habesha Beer products

	Frequency	Percent
<1 year	27	8.2
1 - 2 years	49	14.8
2-3 Years	169	51.1
3-4 years	86	26.0
Total	331	100.0

Source: Own Survey, computed in SPSS,2021

4.4. Mean and Standard deviation

Descriptive statistics (mean and standard deviations) of the respondents' scores were computed and analysis has been done by comparing these mean scores and standard deviations among respondents. The reason for using descriptive statistics is to compare the different factors that affect market share of Habesha Brewery by using the means and standard deviations values.

Table 4.7: Mean and Standard deviations

Variables	Mean	Standard Deviation
Product strategy	4.48	0.45
Price strategy	3.34	0.53
Promotion strategy	3.96	0.63
Distribution strategy	3.86	0.52
Market Share	4.01	0.51

Source: Own Survey, computed in SPSS,2021

The standard deviation 0.51 indicates that there was moderate variability in Market share data. The table also suggests that all Market share determinant rated as above satisfactory. As far as the mean values are concerned, out of the determinant product strategy (mean of 4.48), Promotion strategy (mean of 3.96), Distribution strategy (mean of 3.86) and price strategy (mean of 3.34) have relatively major roles on Market share. As the above table depicted, all explanatory variables play a fundamental role on Habesha brewery market share performance.

Table 4.8: Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.838 ^a	.712	.707	.33442	.702	192.241	4	326	.000	2.193

Source: Own Survey, computed in SPSS,2021

Overall, the given table revealed that all independent variables accounted for about 71.2% of the contribution for Market share (adjusted $R^2 = 0.707$). Thus, 70.7% of the variation in Market share can be explained by four determinant and other factors may limit contribution of those determinant to the Market share which accounts for about 29.3%, as shown in the table.

From the above finding the study can develop the following regression model

$$MS = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

$$MS = 0.502 + 0.725X_1 + 0.107 X_2 + 0.204X_3 + 0.120X_4 + \varepsilon$$

Where,

MS= Marker share

α =Constant

β =Coefficient of estimate

X1 = Product strategy

X2 = Price strategy

X3 = Promotion strategy

X4 = Distribution strategy

ε = the error term

4.5 Assumptions Testing in Multiple Regressions

The basic assumptions should be satisfied to maintain data validity and robustness of the regressed result of the research under the multiple regression models. Hence, this study has conducted the assumption tests such as, multi-Collinearity, linearity, homoscedasticity, and normality.

Multi Collinearity

For multiple linear regression there are more than one independent variable included in the model fit. Hence, if the independent variables are correlated it could be the occurrence of multicollinearity, therefore, the independent variables should be uncorrelated. Widely used technique for identifying multicollinearity is calculating variance inflation factor (VIF) between all independent variables. When an independent variable has a strong linear relationship with other independent variables, the associated VIF is large and is evidence of multicollinearity (Shieh, 2010).

Multi Collinearity is checked using correlations between the variables in the model. There are three assumptions on multiple linear regression analysis. The first one is multiple linear regression requires the relationship between the independent and dependent variables to be linear, the second one is multiple linear regression analysis requires that the errors between observed and predicted values (i.e., the residuals of the regression) should be normally distributed and the third assumption multiple linear regression assumes that there is no multicollinearity in the data. Multicollinearity occurs when the independent variables are too highly correlated with each other.

Multicollinearity may be checked multiple ways:

- 1) Correlation matrix – When computing a matrix of Pearson's bivariate correlations among all independent variables, the magnitude of the correlation coefficients should be less than 0.80.
- 2) Variance Inflation Factor (VIF) – The VIFs of the linear regression indicate the degree that the variances in the regression estimates are increased due to multicollinearity. VIF values higher than 10 indicate that multicollinearity is a problem. (<https://www.statisticssolutions.com/free-resources/directory-of-statistical-analyses/assumptions-of-multiple-linear-regression/>)

Based on the above assumptions all the scales (Product strategy, price strategy, promotion strategy, and Distribution strategy) with Market share correlate substantially (0.783, 0.677, 0.798, and 0.679) respectively. As it can be seen from the table these requirements are validated and there is no issue of Multi Collinearity. Collinearity diagnostics on the variables as part of the multiple regression procedure is done using tolerance and variance inflation factor (VIF). Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. furthermore, the other value given is the VIF, which is just the inverse of the tolerance value (1 divided by

tolerance). According to Pallant (2010), VIF values above 10 would be a concern, indicating multi-Collinearity.

Table 4.9: Collinearity Diagnosis

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Product strategy	.783	1.277
	Price strategy	.677	1.478
	Promotion strategy	.798	1.253
	Distribution strategy	.679	1.472

Source: Own Survey, computed in SPSS,2021

The result shows that the tolerance value for each independent variable is (0.783, 0.677, 0.798, and 0.679) respectively which are less than 0.80; therefore, multi-Collinearity assumption is not violated. This is also supported by the VIF value, which is 1.277, 1.478, 1.253 and 1.472 which is well below the cut-off 10 as shown in the coefficient table.

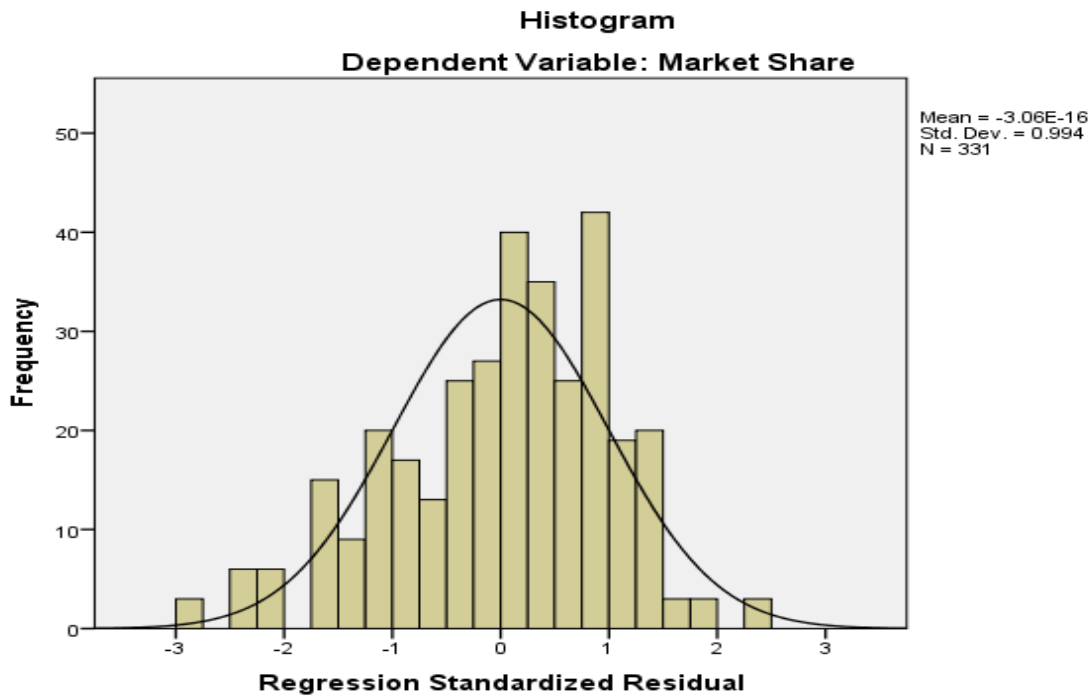
Normality, linearity of residuals

One of the ways that these assumptions can be checked is by inspecting the residuals scatter plot and the normal probability plots of the regression standardized residuals that were requested as part of the analysis. These are presented in normal P-P Plots of regression standardized residuals graph. In normal probability plots the points will lie in reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The finding from normal P-Plot reveals no violation of normality assumptions.

Test of Normality

The study used both methods of assessing normality; graphically using Normal Probability Plot (P-P) graph and using Skewness and Kurtosis numerically. Figure 4.1 depicted that the scores are normally distributed.

Figure 4.1: Frequency Distribution of Standardized Residual

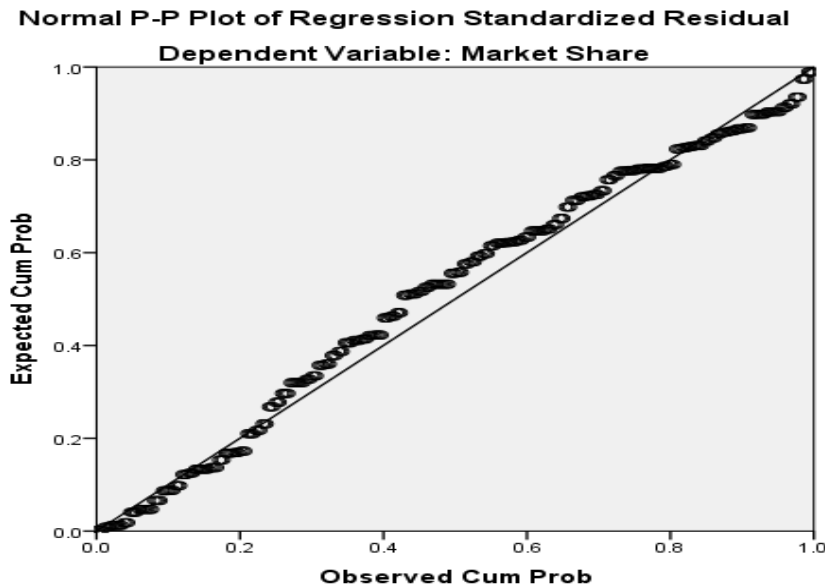


Source: Own Survey, computed in SPSS,2021

Test of linearity

For fitting multiple linear regression model one of the assumptions of the dependent variable with the independent variables, where there is a linear relationship between the dependent with each independent variable. Relationships between variables are considered linear when they are consistent and directly proportional to each other (Tabachnick & Fidell, 2006). In the Normal Probability Plot it will be hoped that points will lie in a reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The study applied Normal P-P Plot of regression Standardized Residual (See Figure 4.2) to test linearity. Since the points were symmetrically distributed around a diagonal line, linearity pattern was observed. Hence, the straight- line relationship between the residuals and the predicted dependent variable scores depicted that linearity was achieved.

Figure 4.2: Normal Point Plot of Standardized Residual



Source: Own Survey, computed in SPSS,2021

Kurtosis and Skewness

As Field (2009) and Garson (2012) noted, many statistical procedures assumed that the sampling distribution is normally distributed and so, if the sample data are approximately normal then the sampling distribution will be also. In this regard, it is useful to test for normality of the sample data. Therefore, it was checked for the data to see if they are normally distributed through quantify aspects of a distribution (i.e., skewness and kurtosis) and presented as follows

Table 4.10: Kurtosis and skewness

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Product strategy	331	.234	.134	.484	.267
Price strategy	331	.079	.134	-.384	.267
Promotion strategy	331	.469	.134	-.047	.267
Distribution strategy	331	.146	.134	-.506	.267
Market share	331	.507	.134	.462	.267

Source: Own Survey, computed in SPSS,2021

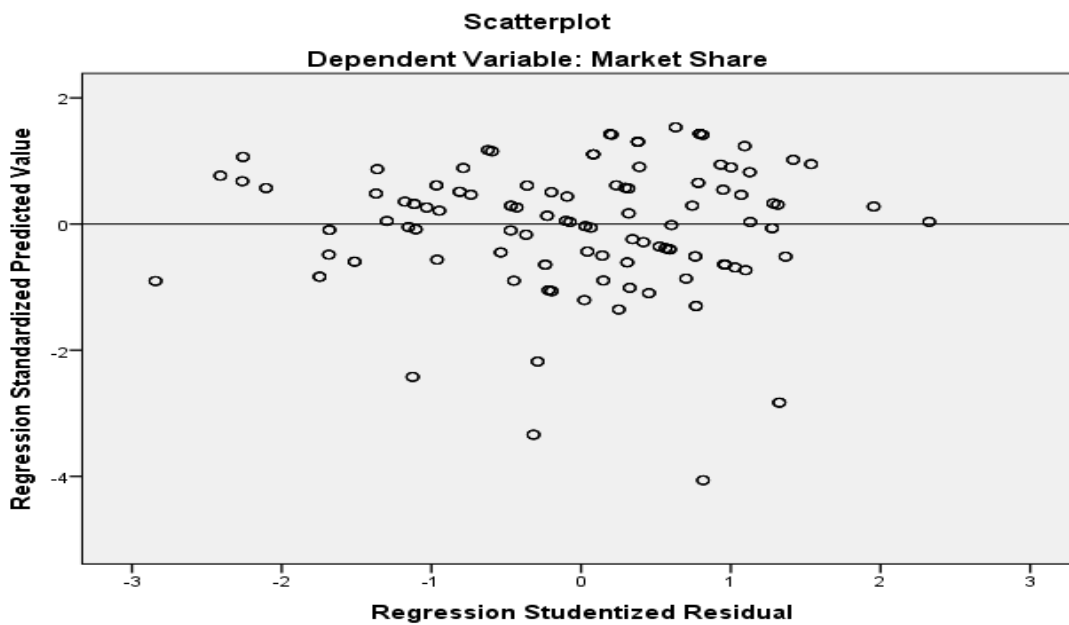
According to Garson (2012), as a rule of thumb, for normality skew should be within the +2 to -2 range, when the data are normally distributed. Some statisticians also prescribe +1 to -1 as a more stringent

criterion when normality is critical. In this regard, as shown in the above table, the skew value is perfectly fit within the limit and ranges between 0.079 and 0.507. Thus, in this research, is said to be normally distributed. Furthermore, as Garson (2012) suggests, kurtosis should be within the +2 to -2 range when the data are normally distributed, while some statisticians prescribe +1 to -1 as a more stringent criterion when normality is critical. Taking both options in to consideration, when we look at table 4.12, the kurtosis value is perfectly fit within the limit and ranges between 0.484 and -0.047. Therefore, it can be explained that abnormality of the data distribution cannot be a problem for this study.

Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances, as Saunders, et al. (2009) noted. Based on the explanation by Field (2009), at each level of the predictor variables, the variance of the residual terms should be Constant which means the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the goodness of the regression model. Field (2009) suggested that it should plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis to get the homoscedasticity result.

Figure 4.3: Scatter Plot of Standardized Residual



Source: Own Survey, computed in SPSS,2021

According to Garson (2012), homoscedasticity helps as to check for the relationship under investigation is the same for the entire range of the dependent variable and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatter plot.

In this regard, as Field (2009) describes the graph of *ZRESID and *ZPRED should look like a random array of dots evenly dispersed around zero if the assumption of homoscedasticity must be met. Likewise, as shown in the above figure, the points are randomly and evenly dispersed throughout the plot and there are no obvious outliers on this cloud of dots which are spaced around zero. Therefore, it can be concluded that the assumptions of random errors and homoscedasticity have been met.

4.6 Inferential Analysis

Like the descriptive statistical methods, i.e., demographic, and other related factors, the scale typed questionnaire has been entered to the SPSS software version 20 and inferential statistics methods such as: simple correlation and multiple regression methods has been employed to test the hypothesis.

4.6.1 ANOVA Test

Table 4.11: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.998	4	21.499	192.241	.000 ^b
	Residual	36.459	326	.112		
	Total	122.456	330			

Source: Own Survey, computed in SPSS,2021

The significant level in ANOVA table shows that the combination of variables significantly predicts the dependent variable. ANOVA that tests whether the model is significantly better at predicting the outcome than using the mean as a best guess; specifically, the F-ratio represents the ratio of the improvements in prediction that results from fitting the model, relative to the inaccuracy that still exists in the model.

For these data, F is 192.241, which is significant at $p < 0.001$. This result tells us there is less than 0.1% chance that an F-ratio is larger would happen by chance alone. Therefore, it can be said that the regression model results in significantly better prediction of Market share.

4.7. Correlation Analysis

Pearson correlation test is conducted to know the degree of relationship between the independent variables i.e., product strategy, Price strategy, promotion strategy and Distribution strategy, and dependent variable i.e., Market share. Pearson Correlation outcome shows the cross-relation of all variables in the independent variables, in which p-value less than 0.05 can be deemed strongly correlated. Regression analysis results suggest the significance of the anticipated influence of independent variables on dependent variables, in which significance (p-value) less than 0.01 should be considered supporting the hypothesis. Based on the questionnaires which were filled by Habesha beer consumers in Addis Ababa, the results of the correlation analysis between these variables are shown in table below.

Table 4.12: Correlation Analysis

		Market Share	Product strategy	Price strategy	Promotion strategy	Distribution strategy
Market Share	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	331				
Product strategy	Pearson Correlation	.810**	1			
	Sig. (2-tailed)	.000				
	N	331	331			
Price strategy	Pearson Correlation	.508**	-.093	1		
	Sig. (2-tailed)	.000	.000			
	N	331	331	331		
Promotion strategy	Pearson Correlation	.612**	.162**	.380**	1	
	Sig. (2-tailed)	.000	.003	.000		
	N	331	331	331	331	
Distribution strategy	Pearson Correlation	.584**	.351**	.409**	.260**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	331	331	331	331	331
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Own Survey, computed in SPSS, 2021

As the results shown in Table 4.8, the independent variables (Product strategy, Price strategy, Promotion strategy and Distribution strategy) are significantly and positively correlated with the dependent variable (Market share): (Product strategy (Pearson Correlation = 0.810, $p < .001$), Price strategy (Pearson Correlation = 0.508, $p < .001$), Promotion strategy (Pearson Correlation = 0.612, $p < .001$), and Distribution strategy (Pearson Correlation = 0.584, $p < .001$). The results of correlation analysis show positively and

significantly correlated with the dependent variable i.e., Market share at 99 percent confidence level ($P < 0.01$)

The finding on table 4.12 above further indicates that the highest significant relationship is found between Product strategy and Market share (Pearson Correlation = 0.810, $p < 0.01$), however the lowest statistically significant relationship is found between Price strategy and Market share (Pearson Correlation = 0.508, $P < 0.01$).

4.8 Multiple Regressions Analysis

Regression model was applied to test how far determinants have effect on the Market share. Coefficient of determination R^2 is the measure of proportion of the variance of dependent variables about its mean that is explained by the independent or predictor variables. It is conducted to investigate the effect of independent variable on the dependent variable and identify the relative significant influence, i.e., independent variable (product strategy, price strategy, Promotion strategy and Distribution strategy) to the dependent variable, i.e. market share of Habesha brewery. Higher value of R^2 represents greater explanatory power of the regression equation. The proposed hypotheses were tested using multiple regression analysis. The results of the regression analysis are depicted in the following table.

Table 4.13: Regression coefficient analysis of the model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.502	.232		2.163	.000
	Product strategy	.993	.047	.725	21.240	.000
	Price strategy	.123	.042	.107	2.923	.004
	Promotion strategy	.198	.032	.204	6.096	.000
	Distribution strategy	.140	.043	.120	3.263	.001

Source: Own Survey, computed in SPSS, 2021

H1: Product strategy has positive and statistically significant effect on Market share.

The result of multiple regression analysis of the above table clearly indicates that Product strategy has significant influence on Market share ($p < 0.01$). Besides, the value of beta in Product strategy ($\beta = 0.725$) shows the positive effect of on Market share. This implies that a one percent improvement in product strategy is associated with an average increase of 72.5 percent in Market share of Habesha brewery. Similarly, Brooksbank et al (1992) confirms using model studies of Chinese firms in Hongkong found a

significant correlation between performance of the product and reputation of companies or brand. Thus, the above proposed hypothesis is statistically supported.

H2: Price strategy has Positive and statistically significant impact on Market share.

Pearson correlation analysis shows positive and significant correlation between Price strategy and Market share ($p < 0.05$). Besides, the value of beta in price strategy ($\beta = -0.107$) shows the positive effect of on Market share. This implies that a one percent increase in price strategy is associated with an average increase 10.7 percent increase in Market share of Habesha brewery. According to Isaboke (2003) Less frequent changes of prices caused customers to perceive a company as focused and this assists in planning hence positively enhancing a company perception in the market. Thus, the above proposed hypothesis is accepted.

H3: Promotion has positive and statistically significant effect on Market share.

The result of multiple regression analysis of the above table clearly indicates that Promotion strategy has significant influence on Market share ($p < 0.01$). Besides, the value of beta for Promotion strategy is ($\beta = .204$) shows the positive effect of on Market share. This implies that a one percent increase in promotional Activity is associated with an average 20.4 percent increase in Market share of Habesha brewery. As (Jager, 2007) explained each product or service requires a unique mix of promotional activities to yield maximum effect. Therefore, each seller must tailor product promotion to suit the product and the market segment and get good market share. Thus, the above proposed hypothesis is accepted.

H4: Distribution has positive and statistically significant effect on Market share.

Pearson correlation analysis shows positive and significant correlation between Distribution strategy and Market share ($p < 0.01$). Besides, the value of beta for distribution strategy is ($\beta = .120$) shows the positive effect of on Market share. This implies that a one percent increase in Distribution strategy is associated with an average 12 percent increase in Market share of Habesha brewery. Research by Ferdons and Towfique (2008) indicated a significant relationship between distribution (place) and market share. Thus, the above proposed hypothesis is statistically supported.

4.9 Conclusion of Findings

Product strategy

According to the regression result of product strategy has a positive relationship with market share of Habesha brewery by a coefficient estimate of 0.725. This means that holding other independent variables constant and when one percent increases in Product quality, responding to customer demand, designing an appropriate labeling, packaging, and appearance of the product; enhance the market share of Habesha brewery by 72.5% and the p value of product strategy is 0.000 reveals that it is statistically significant at 1% level of significance. Accordingly, the result supports the working hypothesis that product strategy has positive and statistically significant effect on market share.

Hence, the possible reason is associated with high quality perceptions have higher satisfaction rates compared to products with poor quality, so that based on quality customer can judge a product as superior or inferior. In addition, customers do have the inherent ability to segment products based on quality. Thus, due to this reason it has positive and statistically significant effect on market share.

Price strategy

According to the regression result of Price strategy has a positive relationship with market share of Habesha brewery by a coefficient estimate of 0.107. This means that holding other independent variables constant and when one percent increases in price strategy dimensions like setting affordable product price, fair prices and lowering the product prices than other competing firms leads to 10.7 percentage increases in market share and the p value of price strategy 0.004 reveals that it is statistically significant at 5% level of significance. Accordingly, the result supports the working hypothesis that Price strategy has positive and statistically significant effect on market share.

Hence, the possible reason is associated with pricing dimensions showed that the current price of Habesha brewery product is slightly fair, but respondents have price elastic behavior that means any change in price dimensions particular this case influence their buying decision and attitudes. As the result, it has positive and statistically significant effect on Market share.

Promotion Strategy

According to the regression result of promotion strategy has a positive relationship with Market share of Habesha brewery by a coefficient estimate of 0.204. This means that holding other independent variables constant and when one percent increases in promotional strategy, (i.e., using an appropriate media and

updating the messages frequently, enable to attract, motivate, aware and create a sound linkage with clients) consequently it improves Market share by 20.4% and the p value of Promotional strategy is 0.000 reveals that it is statistically significant at 1% level of significance. Accordingly, the result supports the working hypothesis that Promotion strategy has positive and statistically significant effect on market share.

Hence, the possible reason is associated with informing consumers about the existence and benefits of products and services, and to persuade consumers to buy them. Moreover, it has an aim at attaining target consumers to either think or react to the product or brand. As a method of achieving promotional goals, advertisements as well as their content play a vital role in the process of commercial communication. Thus, due to this reason it has positive and statistically significant effect on customer loyalty.

Distribution Strategy

According to the regression result of Distribution strategy has a positive relationship with market share of Habesha brewery by a coefficient estimate of 0.120. This means that holding other independent variables constant and when one percent increases in Distribution strategy dimensions such as forming convenient distribution strategy, assigning truthful and committed distributors and availing the product at a desirable quantity to the market are improved consequently it improves market share by 12% and the p value of Distribution strategy is 0.001 reveals that it is statistically significant at 1% level of significance. Accordingly, the result supports the working hypothesis that Distribution strategy has positive and statistically significant effect on market share. Generally, the overall result is depicted in the following table.

Table 4.14: Summary of the overall outcome of the research hypothesis

Hypothesis	Result	Reason
H ₁ : There is a significant positive relationship between product strategy and Market share of Habesha brewery	Accepted	$\beta=0.725,$ $p<0.01$
H ₂ : There is a positive and significant relationship between price strategy and Market share of Habesha brewery.	Accepted	$\beta=0.107,$ $p<0.05$
H ₃ : There is a significant positive relationship between Promotion strategy and Market share of Habesha brewery.	Accepted	$\beta=-0.204,$ $p<0.01$
H ₄ : There is a significant positive relationship between distribution strategy and Market share of Habesha brewery.	Accepted	$\beta=0.120,$ $p<0.01$

Source: Own Survey, computed in SPSS,2021

To summarize, all hypothesis developed based on the research objective and the conceptual framework, were tested. Moreover, aiming in validating the hypothesis testing, several assumptions were checked. Accordingly, the hypotheses were tested through appropriate statistical procedures and the results obtained from the statistical analysis are said to be successful in achieving the desired objective and in answering the research questions.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The preceding chapter presented the results and discussion, this chapter comprises the necessary information obtained from sample respondents of the study. accordingly, this chapter is organized into three subsections summary, conclusions, and proposed recommendation of the study which are drawn from the data analysis and interpretation parts.

5.1 Summary of findings

The research general objective was to examine factors affecting market share of Habesha brewery. The study distributed questioners for three hundred eighty-five (385) respondents out of these; three hundred thirty-one (331) were only properly filed and respond for the study. In line with this, it carried out by constructing a regression model using SPSS through testing relevant assumptions that were adopted from primary sources of data to have well-built quantitative analysis.

The overall result obtained from the regression model indicates that Product strategy, Price strategy, Promotion strategy and Distribution strategy have positive and significant impact on Market share. The dependent variable is Market share and independent variables are Product strategy, Price strategy, Promotion strategy and Distribution strategy to attain the objective of the study. Among four hypotheses, four of them have significant impact and the direction of the effect is the same as shown in the hypotheses

- Most respondents showed overall mean score of 4.48 (89.6%) on product strategy dimensions. In line with this, the respondents also disclosed that the quality and test of the product are found to be the major factors the choice of the Habesha brewery product.
- Largely the mean values 3.34(66.8%) of the respondents confirmed that the product price is fair and have price elastic behavior.
- The overall mean value for promotional items indicated that (Mean=3.96(79.2%) and SD=0.63) which confirm that significant number of respondents agree and comfortable with the promotional strategy dimensions.
- The sample respondents representing mean of 3.86(77.2%) agreed and happy with distribution strategy of Habesha brewery.
- The finding revealed that market share of Habesha brewery is responsive to product strategy, price strategy, promotion strategy and distribution strategy with all positive sign and significance at 5%

critical point. The expected sign with their respective significance which mentioned in the hypothesis test also coincides to the finding of the result

5.2 Conclusions

Marketing strategy is one of the functional strategies of the companies, which collectively make up an overall business strategy. The importance of marketing strategy in overall business strategy is very high because it controls the key marketing relationships with companies outside the support function. Market share becomes a crucial indicator for business performance, and for company's bigger market share implies more control power over the market. It is influenced by all four marketing mix strategies price, product, promotion, and distribution strategy. In dynamic business environment specifically bottled beer market a constant analysis, evaluation and examination of marketing mix elements are relevant. Because, once it systematically developed showing exactly what goods are wanted by the people, what price they are willing to pay, what distribution channels are the most optimal and what promotion measures can give them better results.

This research focused on the factors affecting market share of Habesha brewery in Addis Ababa market. Statistical analysis of data collected from the surveys using multiple linear regression and the finding disclosed that marketing mix strategies were positive significant and joint predictors of market share at 5% level of significance. That means Product strategy is positive and significantly related with market share which is like the expectation of the research hypothesis. Likewise, price strategy has positive and significant linkage with market share which is like the research hypothesis. Moreover, promotion and Distribution variables have a positive and significant association with market share which is also similar with research hypothesis.

Therefore, it can conclude that the finding implied the importance of the 4Ps marketing mix strategies in expanding or shrinking the market share of the companies no matter how companies is small or big in general and Habesha brewery.

The study specifically examines factors affecting Market share of Habesha brewery in Addis Ababa.

- The result indicates positive and significant association between Product strategy and Market share which implies that an increase in Product strategy inevitably led to enhance Market share due to high quality perceptions have higher satisfaction rates compared to products with poor quality, so that based on quality customer can judge a product as superior or inferior.

- Price strategy has also positive and significant association with Market share. This implies that an increase in Price strategy, lead to an increase in Market share. price strategy dimensions like setting affordable product price, fair prices and lowering the product prices than other competing firms lead to increase market share of Habesha brewery. In setting prices of the products, Habesha should consider competitors, the demand for the product, government, and trade union influence, and purchasing power of the consumers. A pricing system that satisfies the consumers will help for the survivals of the company.
- Promotion strategy has positive and significant effect on Market share. This implies that an increase in Promotion strategy, certainly lead to go up in Market share. It refers that a particular time and place of observation which have demonstrable and systematic effects on behavior and consumers evaluate brands on the situation.
- The result indicates positive and significant association between Distribution strategy and Market share which implies that an increase in Distribution strategy led to enhance Market share

In general, Product strategy, Price strategy, Promotion strategy and Distribution strategy have positive and significant association with Market share.

5.3 Recommendations

The findings of the study showed Product strategy, Price strategy, Promotion strategy and Distribution strategy are significant drivers of Market share. Hence, focusing and taking the necessary action on these variables could improve the probability containing the effect on market share. Based on the findings which are obtained from regression analysis, the researcher has drawn the following recommendations.

- As product strategy, it has a positive and significant effect on Market share, so that the beer industries must always keeping the quality of the beer in packaging and labeling with quality material, good taste, from production to end users with consistent quality would lead to serve the purpose. So Habesha brewery should gear its efforts to keep the quality and the test of its product based on the consumer needs then consumers can get the privilege of choosing from the many options and hence the market share of the product upright.
- Pricing is one of the important decisions that need to be made by a firm which would affect its revenue and profitability. With respect to pricing decisions, the customers do not solely want cheaper prices but also at least as the value of the product or service equal to their expectations. Hence, the management of Habesha brewery should not only consider the price but also reconsider

the customer's perception on value of the product because meeting of this condition would benefit the Habesha brewery to increase the demand of the product and to hold a remarkable market share both in the short and long run.

- The findings revealed that promotional strategy is a tool to influence the performance the organization and quest to achieve marketing objectives, market share. Therefore, the study suggests that Habesha brewery in its promotional strategy plan should identify which of the promotional tools like below and above the line the customers respond to favorably and to further strengthen the outcome of the adopted promotional tools on market share.
- The finding of the study revealed that distribution strategy is positive and significant with market share because it affects the way of transporting the product to the customer and the vehicle for the other elements of marketing mix (product, price, and promotion). The top managements must pay close attention to maintain the required availability of the product for all Habesha brewery products so that the desired market share than other competitive beer company the industry toughly established.

Therefore, Habesha brewery should effectively consider the above determinants by performing more work on those factors to have the desired market share in beer industry.

5.4. Direction for future research

- This study was conducted solely in Addis Ababa and the composition of the sample may not be analogous to the whole consumer in Ethiopia. Therefore, additional studies in different regions of the country are needed to investigate the hypotheses.
- Moreover, this study investigates factors affecting market share of Habesha brewery company. Variables included in the study were not exhaustive and future research should be carried out to determine the effect of other variables which are not identified in the present study but affect market share of beer industry

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Appendix 1: Questionnaire

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATES STUDIES

Research Questionnaire

Dear respondents:

My Name is Beza Tesfahun, and I am currently studying for master's in business administration at St. Mary's University. I am conducting research in factors affecting market share of brewery company case study in Habesha breweries. The questionnaires' have two parts and will take no longer than 10 minutes to complete. All responses will be kept anonymous, and no one will be identifiable in the research.

If you would like further information about this study or have a problem in completing this questionnaire, please contact me via.

Tell: +251-9-29 90 79 49

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Thank you in advance for your cooperation!

Instruction: Please mark your answer with a tick mark (✓) in the space provided.

PART 1

General information of Respondents'

1, Gender	<input type="checkbox"/>	Male	<input type="checkbox"/>	Female		
2, Age	<input type="checkbox"/>	21-30	<input type="checkbox"/>	31-40	<input type="checkbox"/>	41-50
	<input type="checkbox"/>	>51				

3, Education Level

<input type="checkbox"/>	<12 Grade	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	BA Degree
<input type="checkbox"/>	Master's Degree	<input type="checkbox"/>	PHD		

4, Occupation

<input type="checkbox"/>	Unemployed	<input type="checkbox"/>	Student	<input type="checkbox"/>	Salaried
<input type="checkbox"/>	Businessman/Women			<input type="checkbox"/>	Other

5, How often did you consume Habesha Beer products?

<input type="checkbox"/>	Less than once a week	<input type="checkbox"/>	1-3 times a week
<input type="checkbox"/>	4-6 times a week	<input type="checkbox"/>	almost everyday

6. Which factor mainly influences to consume Habesha Beer products?

<input type="checkbox"/>	Product Quality	<input type="checkbox"/>	Product Price
<input type="checkbox"/>	Product Promotion	<input type="checkbox"/>	Product Availability

7. Which of the following statement BEST explains where you take Habesha beer products? (Please select only ONE)?

<input type="checkbox"/>	In local bar or Groceries
<input type="checkbox"/>	In the joint that is the hottest in town at the time
<input type="checkbox"/>	Wherever my friends are drinking

- Wherever there is a promotion running
- Depends on the mood.
- Other (please specify) _____

8. Kindly, indicate your experience on consuming Habesha Beer products.

- Less than a year
- 1 - 2 years
- 2-3 Years
- 3-4 years
- >4 years

PART 2: To what extent you agree or disagree with the following statements.

1= Strongly disagree, 2 = Disagree, 3 = Neutral (N), 4 = Agree 5= Strongly agree

Please use tick (√) mark in the table under the options given the brand you selected to reflect your rating.

No	Dimensions (Factors Affecting Market Share)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1. Product Strategy						
1.1	I feel that the flavor of Habesha beer product is good.					
1.2	I feel that the Brand Logo of Habesha beer product is attractive.					
1.3	I feel that the color of Habesha beer product is good.					
1.4	I feel that the packaging of Habesha beer product is good.					
1.5	I feel that the labeling of Habesha beer product is attractive.					
1.6	I feel that there is a consistence in the quality of Habesha beer products.					
2. Price Strategy						

2.1	I realize that the price of Habesha beer product is lower than other bottled beer.					
2.2	I compare the price when I purchased bottled beer					
2.3	I realize that the pricing system increases the usage of Habesha beer product.					
2.4	I would not switch to other bottled beer products whatever the price of Habesha beer raise.					
2.5	I realize that the price of Habesha beer product is fair					
2.6	I realize that the price strategy of Habesha beer supports its brand.					
3.Promotion Strategy						
3.1	I believe that the promotional strategy of the Habesha brewery is motivating new use of the product.					
3.2	I believe that the promotional strategy of Habesha brewery is improving my purchase decision.					
3.3	I believe that the promotional strategy of the Habesha brewery is encouraging more frequent use of the product					
3.4	I believe that use of social media like face book, Instagram, Tiktok, Twitter, website, etc. will keep me to informed about Habesha beer product.					
3.5	I believe that the promotional messages of Habesha brewery are clear and understandable.					
3.6	I believe that the promotional activities of Habesha brewery are ethical.					
4.Distribution Strategy						
4.1	Habesha beer products have good availability in Addis Ababa.					
4.2	I am willing to go to extra mile to purchase Habesha beer products.					
4.3	I obtained all products of Habesha beer when I need.					
4.4	I am satisfied with the service quality level provided by retailers/distributers/wholesalers					
4.7	I bought Habesha beer products with less waiting time.					
4.8	Habesha beer products are convenient to consume					
5, Market Share						
5.1	I believe pricing strategies of Habesha brewery is competitive as compared to other brewery companies.					

5.2	I believe there is growth in overall company operations today, compared with a year ago					
5.3	I realize that the presence of Habesha Beer products in Addis Ababa market is at desirable level.					
5.4	I realize that Habesha brewery is currently aggressively pursuing market leadership					
5.5	I feel that Habesha brewery has Super-quality in promotional activities of its products.					

Appendix 2: Open Ended questions

Qualitative Data Gained from Marketing Manager of Habesha Brewery

Here in below presented an interview made with marketing manager of Habesha brewery in Addis Ababa office to evaluate Market share performance.

What types of efforts are you exerting to win differential advantages over the beer industry?

The manager replied that the differential advantage of Habesha brewery was based on the product quality which is free from hangover and good taste. She added that other theoretical differential advantages practiced with other competitors like distribution and promotion we consider and working on it aggressively and believe Habesha brewery has best Route to market strategy to address its consumer and best promotional activities done by the company.

What is the sales trend of your brewery for the past three years?

The marketing manager of the company has claimed concerning on the sales trends of the brewery, for the past two years it has faced decline in sales that forced the company to be subjected for decrease its market share. As per her explanation the Habesha brewery was in a first position in Addis Ababa however, due to the current covid-19 pandemic, increased in government excise tax, Tv and radio Advertisement ban and other related internal and unrelated external factors, the last two years and current sales trend of Habesha brewery has been declined.

On what perspective do the company believes that is has an adequate source of firm's competitive advantages?

Accordingly, the marketing manager of Habesha brewery revealed that the firm has been major player in previous periods. And its competitive advantage was relied on its superior Product quality, best promotional activities, competitive price and excellent distribution strategy.

What do you think the solution for the problem faced by the brewery regarding decline in market share?

As marketing manager answered on interview that there is an update on company promotional strategy right after advertisement ban and budget allocated for promotional activities is not satisfactory to run huge promotional activities like our competing companies doing and this highly impact our market share.

Appendix 3: Regression output Result

Product Strategy	Mean	Standard Deviation
I feel that the flavor of Habesha beer product is good.	4.49	.67
I feel that the Brand Logo of Habesha beer product is attractive	4.76	.47
I feel that the color of Habesha beer product is good	4.51	.65
I feel that the packaging of Habesha beer product is good	4.37	.65
I feel that the labeling of Habesha beer product is attractive	4.45	.58
I feel that there is a consistence in the quality of Habesha beer products.	4.29	.76
Price Strategy		
I realize that the price of Habesha beer product is lower than other bottled beer.	2.45	1.01
I compare the price when I purchased bottled beer	3.06	1.14
I realize that the pricing system increases the usage of Habesha beer product	3.29	1.05
I would not switch to other bottled beer products whatever the price of Habesha beer raises	3.40	1.10
I realize that the price of Habesha beer product is fair	3.89	0.87
I realize that the price strategy of Habesha beer supports its brand	3.95	1.04
Promotion Strategy		
I believe that the promotional strategy of the Habesha brewery is motivating new user of the product	3.95	1.04
I believe that the promotional strategy of Habesha brewery is improving my purchase decision	3.92	1.01
I believe that the promotional strategy of the Habesha brewery is encouraging more frequent use of the product	3.71	.98
I believe that use of social media like Facebook, Instagram, Tiktok, Twitter, website, etc. will keep me to informed about Habesha beer product	3.67	1.13
I believe that the promotional messages of Habesha brewery are clear and	4.30	.73

understandable		
I believe that the promotional activities of Habesha brewery are ethical	4.23	.71
Distribution Strategy		
Habesha beer products have good availability in Addis Ababa	4.21	.69
I am willing to go to extra mile to purchase Habesha beer products	3.44	1.00
I obtained all products of Habesha beer when I need	3.92	.70
I am satisfied with the service quality level provided by retailers/distributers/wholesalers	3.84	.85
I bought Habesha beer products with less waiting time	3.84	.83
Habesha beer products are convenient to consume	3.89	.87
Market share		
I believe pricing strategies of Habesha brewery is competitive as compared to other brewery companies.	3.90	.85
I believe there is growth in overall company operations today, compared with a year ago	4.22	.91
I realize that the presence of Habesha Beer products in Addis Ababa market is at desirable level.	4.29	.76
I realize that Habesha brewery is currently aggressively pursuing market leadership	3.6	.8
I feel that Habesha brewery has Super-quality in promotional activities of its products.	4.04	.81

THANK YOU!!!