



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

**ASSESSING THE EFFECT OF MARKETING STRATEGY ON
MARKET PERFORMANCE: THE CASE OF ST. GEORGE BEER
FACTORY**

**BY
FITSUM MOHAMMED
ID. No: SGS/0342/2012A**

**JULY, 2021
ADDIS ABABA, ETHIOPIA**

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BY: FITSUM MOHAMMED

ID. No: SGS/0342/2012A

ADVISOR: EPHREM ASSEFA (PH.D)

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APPROVED BY BOARD OF EXAMINERS

DEAN, GRADUATE STUDIES

SIGNATURE

ADVISOR

SIGNATURE

EXTERNAL EXAMINER

SIGNATURE

INTERNAL EXAMINER

SIGNATURE

DECLARATION

I, Fitsum Mohammed, declare that this thesis titled '*Assessing the effect of marketing strategy on market performance: the case of St. George beer factory*' is my own original work and that it has not been presented and will not be presented to other university for a similar or any other degree award.

Declared By

NAME

DATE

SIGNATURE

Confirmed By

NAME

DATE

SIGNATURE

ENDORSEMENT

This thesis entitled '*Assessing the effect of marketing strategy on market performance: The case of St. George beer factory*' has been submitted to St. Mary's University School of Graduate Studies for examination with my approval as a University advisor.

Dr. Ephrem Assefa

Name

Signature

St. Mary's University, Addis Ababa

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ABSTRACT

Marketing strategy has been a focus of organizations and a tool for attaining overall firm performance. The crucial success or failure of a company depends on its marketing strategy. This study was, therefore, conducted to test the relationship between marketing strategy and market performance in St. George beer factory. Considering the size of the population is small the selections of the respondents was carried out by using census. The study applied a mixed research approach and explanatory research design to achieve the objectives of the study both primary and secondary data collection instruments were used to collect data. The primary data were collected through open and closed ended questionnaire. Quantitative data were processed via SPSS and analyzed through descriptive (frequency, percentage and mean analysis) and inferential statistics (correlation analysis). The findings of the study show that marketing strategy dimensions namely price, product, promotion and place have positive and significant Relationship with market performance. Therefore, in order to improve its market performance the organization is recommended to give emphasis for its marketing strategy.

Key words: Marketing strategy, Market performance, product, price, promotion, and place

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Strategy is the way, method, technique or plan which an individual or organization intends to exploit in achieving success in the marketplace or the society. Gleuck (1984, as cited in Achumba) defines strategy as a unified, comprehensive and integrated plan relating the strategic advantage of the firm to the challenges of the environment. Organization that desire not only to survive but also to improve their marketing effectiveness and efficiency must learn how to create and improve sound Sales strategy. The term strategy is derived from the ancient Greek word “strathghma” pronounced strategema (Liddell and Scott) meaning “the act of a general or piece of generalship.” The word strategy was used by the military since ancient times, and practitioners have long employed the concept of business strategies – without using the term (Liddell and Scott).

The strategy concept from the military to business was first noted by Xenophon of Athens (a contemporary of Plato), who was a mediocre philosopher, but renowned historian, and legendary general. In a dialogue, Xenophon credits Socrates with observing that analogous to the general of an army, the businessman must also efficiently allocate resources and effectively organize activities, i.e. employ a stratagem, to achieve his goal – whether victory or profit. Without using the term strategy, probably the first recognized marketing stratagem to achieve profitability – “buy cheap, sell dear” – was criticized in Catholic England as early as the thirteenth century (St Thomas of Aquinas, 1274), Protestant Europe in the sixteenth century (Luther, 1524), and Puritan America as early as the seventeenth (Keayne, 1653). Xenophon’s strategic analogy went largely unnoticed, however, until the middle of the twentieth century when the term marketing strategy made its historic debut. Strategy is the way, method, technique or plan which an individual or organization intends to exploit in achieving success in the marketplace or the society. Gleuck (1984, as cited in Achumba, 2000:2) defines strategy as a unified, comprehensive and integrated plan relating the strategic advantage of the firm to the challenges of the environment. Organizations that desire not only to survive but also

Market strategy has become an important tool globally for any organization to remain in competitive market environment and wax stronger. Market strategy is a vital prerequisite of Industry's ability to strengthen its market share and minimize the impact of the competition. Also Marketing strategy as way of providing quality product that satisfies targeted customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy (Adewale , 2013).

The concept of strategic market planning is that an organization should have a long-term outlook that is not only environmentally sensitive but also nationally and globally oriented. Therefore, when an organization develops its strategic policy it must go beyond its short or mid-term goals and must integrate feedback from stakeholders and customers to reach its goals and objectives bringing about benefit not only for the organization but also for consumers and society.

Effective Marketing strategies are the key to frontline market performance. Marketing strategy is the fundamental goal of increasing sales and achieving a sustainable competitive advantage (Silva, 2006). Marketing strategy includes all basic, short-term, and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contributing to the goals of the company and its marketing objectives. Market penetration strategy is also called the concentrated growth strategy because a firm thoroughly develops and exploits their knowledge and expertise in a specific market with known products (Ballowe, 2009). Performance can be defined as the extent of actual work performed by an individual or to what extent the actual work is shown by an individual.

Using an appropriate marketing strategy is a critical element for business success. Choosing an effective strategy requires knowledge of what various alternative marketing strategies exist and understanding how they work under varying environmental and organizational conditions. To find the answers, several fundamental questions guide this research.

Marketing strategy determines the choice of segments, target market, positioning, marketing mix, and allocation of resources. Marketing strategy encompasses selecting and analyzing the target market(s) and creating and maintaining an appropriate marketing mix that satisfies the target market and company (Paul Fifield, 1994). As Wind and Robertson (1983) demonstrated marketing strategy focuses explicitly on the quest for long run competitive and consumer advantage. Marketing strategy serves a boundary role function between the firm and its customers, competitors and other stakeholders.

Thus, the purpose of the study is to assess the effect of marketing strategy on market performance in the case of St. George Brewery factory.

1.2. Background of the Organization

Beer is a universal product. Almost all societies in the world produce beer in one form or another, whether such is at the industrial or the home level. In Ethiopia, beer has been in various home brewed forms. Its industrial production was a phenomenon that came about early during the last century. It had a modest growth rate until recently when due to urbanization and population growth, demand for it took an upsurge and supply could not cope therewith; hence price escalation and critical shortage (St. George Beer is the most popular and oldest beer in Ethiopia. Founded in 1922, it is brewed by BGI Ethiopia in Addis Ababa, St. George is named after the patron saint of Ethiopia, a patron saint it so happens to share with England and which underlies the country's deep Christian past (<http://www.addismap.com/bgi-ethiopia>).

The founder of St. George Brewery was a Belgian called Mussie Dawit, who later sold it to a German company. At the beginning, the factory used basic raw materials like barley and hops all imported from Europe, and the management staff of the factory and the leading technicians who controlled the brewery's activities were all foreigners. Eventually, however, an Ethiopian company took over the brewery in 1952. This company was said to have been organized as a shareholding entity, the larger share of which was owned by Emperor Haile Selassie, the Rastafari messiah and big time leader of Ethiopia. Over time the brewery grew and became increasingly popular in the country, with the locals proud to drink an Ethiopian beer and not some import from afar. The factory is now owned by BGI, an internationally acclaimed Brewing Company that exports to Europe and to North America. (<http://www.addismap.com/bgi-ethiopia>).

Generally, St. George Brewery could be said as having scored good results in the 1940s and 1950s. Towards the end of the 1950s the annual production of the brewery has reached 50,000 hectoliters. St. George Brewery continued to grow. In the early years of the 1970's the brewery was in good shape in terms of its machineries, physical buildings, vehicles, marketing network, etc. It even had a plan to open a new plant for the production of soft drinks. However, the brewery was nationalized in 1974, the name of the Brewery was also changed as Pilsner Brewery and later as Addis Ababa Brewery.

The role played by the Brewery was significant in supporting and promoting other social activities including St. George Sport Club. St. George Brewery, is once again privatized. The factory is now owned by BGI, an internationally acclaimed Brewing Company that operates in many countries. It has excellent reputation in producing quality beer and brought St. George to the same standard. ([addismap.com/big- Ethiopia](http://www.addismap.com/big-Ethiopia)).

The business objectives of the Company

- ✓ To produce, sell and distribute bottled beer and draft beer;
- ✓ To produce, sell and distribute nonalcoholic beer;
- ✓ To import and distribute raw materials and spare parts needed for the production of beer;

1.3. Statement of the Problem

Whether the organization is domestic or international, new or existing, small or large, and private or governmental, all are operating in a turbulent and uncertain environment. In the context of changing customer expectations, technological discontinuities, and increasing environmental uncertainties, business managers have a big challenge of making the right strategic choice and setting their strategic priorities in order to allocate their resources to different functions in an efficient manner for business success. Due to this, managers must develop new tools, new concepts, new strategies and the new mindsets to cope with the turbulent and chaotic marketing environments that may lead to failure of the organization (Burnett, 2008).

According to Kotler (2008) there are many companies which operate without formal plans. In new companies, managers are sometimes too busy for planning. In small companies, managers may think that only large corporations need planning. In mature companies, many managers argue that they have done well without formal planning, so it cannot be very important. They may resist taking the time to prepare a written plan. They may argue that the market place changes too fast for the marketing plan to be useful and because of this they fail to make good marketing strategy.

The effect of market strategy on market performance remains indefinable, even despite an established research tradition (Hooley, 2002). This may be due to the fact that the outcomes of market strategy are subject to many internal and external influences, making the identification of cause-and-effect linkages very hard (Bonoma and Clark, 2012). (Jaakkola, 2010) studied this issue by examining the relationships of the four key marketing mix concepts and tested the generality versus context-specific of strategic marketing's performance. With increasing competitive pressure to be responsive to the needs of customers, the term market strategy has gained importance and popularity among practitioners and researchers, eventually becoming the cornerstone of the marketing.

According to Cravens (1993), a company needs to consider the competitors in its industry in order to develop successful strategies. Strategies such as price competition, advertising battles, sales promotion offers, new product introductions, and increased customer service are commonly used to attract customers from competitors. In order to fully analyze rivalry, it is important to determine which firms are the major competitors and what are their annual sales, market share, growth profile, and strengths and weaknesses. Also, it is useful to analyze their current and past marketing strategies to try to forecast their likely reactions to a change in a competitive firm's strategy.

In order to achieve the marketing objectives, the organization need to have a strategy that includes different elements. When it comes to marketing strategies, most people spontaneously think about the 4P (Product, Price, Place, and Promotion). Like other products, the investment in the production and sale of beer needs its own marketing strategy. As a result of the country's continuous economic development, the beer market of Ethiopia is exposing an amazing increasing trend every year. Especially in recent five years, the industry shown more than a15% increment trend each year and expected to grow in the future. Because of this attractive industrial growth the currently existing breweries continuously expand their production capacity and plans to add new plants. Similarly the sector also attracts new domestic and foreign investors to invest in the business (Dashen Brewery Annual Report,2004).

Despite the above theoretical and empirical facts as to the development and importance of market strategy, until recently, the banking sector in Ethiopia has remained dormant to the shift in business paradigm from product-centric to customer-centric. Various factors contributed for this fact; among others the dominance of private bank till the deregulation of the economy in the 1990`s is the major one. This hinders the development of the private sector and its possible effect on the competitiveness arena in the banking industry that would have benefited the banks there in.

In spite of many years' experience in the business and being able to secure the leading position due to the expansion of the existing breweries in Ethiopia and new foreign companies entering the business the company will face great competition.

Therefore, although the brewery has managed to maintain a sustainable growth, it doesn't give guaranty to stay in this market positions in the industry. Hence, this study will attempt to investigate the above issues and try to identify the above gaps and the reasons behind the mixed performances despite the fact that the brewery put an effort to design and implement the appropriate market strategy

and allocate considerable investments in human resource, technology, sales and marketing activities and essential resources.

1.4. Research Question

The study assessed the marketing mix strategy practiced in St. George Beer Factory and tried to answer the following research questions.

- How do product strategy considerations effect market performance of BGI brewery in Addis Ababa?
- What is the effect of promotion strategy on market performance of BGI brewery in Addis Ababa?
- To what extent does pricing strategy effect market performance of BGI brewery in Addis Ababa?
- What is the effect of place or distribution strategy on market performance of BGI brewery in Addis Ababa?

1.5. Research Objective

1.5.1. General objective

The general objective of the study is to test the relationship between marketing strategy and market performance in the case of Saint George Beer Factory.

1.5.2. Specific Objectives

- To assess the effect of marketing strategy on market performance.
- To assess the effect of marketing strategy on market performance.
- To assess the effect of marketing strategy on market performance.
- To assess the effect of marketing strategy on market performance.

1.6. Significance of the Study

The ultimate goal of any business establishment is to remain in the market profitably through production and sale of products or services. Without optimal profit, a firm cannot survive, let alone achieve a sustainable growth. One of the core activities in a business company is the marketing and sales activity. The ultimate success or failure of a company depends on its ability to sell what it produces and continues the production-sales cycle for relatively a longer period of time. The study is,

therefore, intended to help the factory management to redirect their attention to the quality of the products and the consumers' acceptance; consumer's evaluation the price of the product with respect to quality, promotional strategy of the company and channels of distribution the factory use. The study will also contribute towards the advancement of theoretical knowledge and serve as a reference material for similar studies in future.

Findings of the study are useful to researchers and scholars as it contributes to the body of knowledge in the area of Marketing Strategy and performance. It also assists other researchers to further their studies on areas of interest not yet exploited. It assists the management of the brewery to evaluate how effective they have been in adopting appropriate Marketing Strategy in order to improve its market performance. This may enable them identify gaps in their Market strategies which may enhance their strategic response as a result move to effectively manage the existing Marketing strategies which will improve their sales and distribution performance.

1.7. Scope of the Study

The scope of the study can be discussed in terms of the issue under investigation, geographical area and the methodology adopted. Theme wise, the study was conducted to test the relationship between marketing strategy and market performance. In terms of geographical area, the study was carried out in one organization called St. George Beer Factory located in Addis Ababa that are closely and directly related to the product, price, promotion and Distribution strategy of the factory. In terms of the methodology adopted, the study used a mixed research approach and explanatory design where data was gathered mainly through questionnaire.

1.8. Limitations of the Study

The study was limited and focused on units and activities of Saint George Beer only within the geographical location of Addis Ababa that are closely and directly related to the product, price, promotion and Distribution strategy of the factory strategy practices of St. George Beer Factory from the company perspective only.

1.9. Organization of the Study

This study is organized in five chapters. The first chapter deals with introduction including, background of the study, background of the organization, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, definition of key operational terms and organization of the study. The second chapter reviews the related literatures. It

contains prior studies and writings on marketing, marketing strategies, impact of marketing strategy on market performance. The third chapter discusses the research methodology including research approach, research design, research respondents, data sources, sample size and sampling techniques, validity and reliability of measurement scales, methods of data analysis and ethical considerations. Chapter four emphasizes on Data presentation, analysis and interpretation. Chapter five is the compilation of summary, conclusions and recommendations based on the findings of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. Marketing Overview

Coming out of what Philip Kotler (1961) said about marketing in his book titled Principles of marketing (4th edition), "today, marketing must be understood not in the old sense of making a sale – “telling and selling” – but in the new sense of satisfying customer needs".

The starting point for the discipline of marketing lies in human needs of wants. All human beings have a need to satisfy human needs which are states of felt deprivation. Therefore, human beings try to satisfy these needs by exchanging goods and services with other interested parties. Thus, the concept of exchange leads to the concept of a market. Kotler P and Armstrong G, (2010:7) define a market as: “A public gathering consisting of all the potential customers sharing in exchange to satisfy that needs or wants”. From this definition we can interpret that marketing is the exchange between the customer and the marketer and each party gives something of value to the other, with the goal of satisfying their respective needs and wants, and then in the process both parties gain as much as possible.

Marketing can be defined as series of activities to promote and sell products and/or services to gain profit (Amit & Zott, 2001). Marketing activities concentrate on organization efforts to satisfy needs and desires of customers by offering competitive valuable products and services (Barney, 2001). The aim of Marketing is to create value for beneficiary individuals and groups whom are the most important customers (Jafar Nejad, 2006). While customers have a major influence on marketing decisions, companies are devoting more attention than ever before to customers’ wants and needs (Anderson and Vince, 2004).

Marketing is one of the most important functions in a company, if not exactly the most important. David Packard, the founder of the famous Hewlett Packard remembers the importance of marketing:

"Marketing is too important to be left to the marketing department." Kumar, Aaker and Day (2001, p. 6) consider marketing to be playing the principal role in a business, since marketing decisions involve issues that range from fundamental shifts in the positioning of a business or the decision to enter a new market to narrow tactical questions of how best to stock a grocery shelf. All these statements confirm the importance of marketing in a company and therefore underline the importance of its strategic planning.

2.1.2. The concept of marketing strategy

Marketing strategy is a marketing logic by which the company hopes to create customer value and achieve profitable customer relationships. From the above definition we can understand that marketing strategy focuses on long term company objective and maintains a long term relationships with the customers and it is a means to realize the company's stated goal. Marketing strategy involves two key questions: which customers will the organization serve (segmentation and targeting)? And how will we create value for them (differentiation and positioning)? Then the company designs a marketing program the four Ps that delivers the intended value to the targeted customers (Kotler, 2012.)

The company business strategy is in place – operations are clear, staffs are motivated and KPIs have been set. Now it's time to put a marketing strategy in place to help achieve the company business goals. Marketing strategy is shaped by business strategy (Brand matters, 2018).

Marketing is actively promoting and selling a product or service. It's about putting the right product/service in the right place, at the right price, at the right time. It unearths and activates buyers. Marketing is a push tactic. All marketing initiatives and campaigns should reinforce and support the brand essence. A marketing strategy typically answers the following questions for a product or service (Brand matters, 2018):

- Who are its customers?
- Who are its competitors?
- What makes it stand out in the market?
- Which market trends can be taken advantage of?
- What are its strengths and weaknesses and what are the opportunities and threats?
- What initiatives and programs can be used to promote it and take advantage of its strengths and the available opportunities, mitigate its weaknesses and minimize the threats?

2.1.3. Elements of marketing strategy

A Marketing strategy is made of several interrelated elements. The first and most important is market selection which is directly related to choosing the markets to be served. Product planning includes the specific product the company sells i.e. the makeup of the product line, the design of individual offerings in the line. Another element is the distribution system; the wholesale and retail channels through which the product moves to the people who ultimately buy and uses it. The overall communication strategy employs advertising to tell potential customers about the product through radio, television, direct mail, and public print and personal selling to deploy a sales force to call on potential customers, urge them to buy, and take orders. Finally, pricing is an important element of any marketing program and is most directed marketing elements in the creation of value to shareholders. The company must set the product prices that different classes of customers will pay and determine the margin of commissions to compensate agents, wholesalers, and retailers for moving the product to ultimate users (Mongay, 2006).

2.1.4. Marketing mix strategies

Neil Borden popularized the idea of the marketing mix—and the concepts that would later be known primarily as the four Ps—in the 1950s. Borden was an advertising professor at Harvard University. His 1964 article entitled "The Concept of the Marketing Mix" demonstrated the ways that companies could use advertising tactics to engage their consumers. Decades later, the concepts that Borden popularized are still being used by companies to advertise their goods and services.

When they were first introduced, Borden's ideas were very influential in the business world and were developed and refined over a number of years by other key players in the industry. It was actually E. Jerome McCarthy, a marketing professor at Michigan State University, who refined the concepts in Borden's book and created the idea of the "4 Ps," a term that is still used today. In 1960, McCarthy co-wrote the book "Basic Marketing: A Managerial Approach," further popularizing the idea of the 4 Ps. At the time the concept was first coined, the marketing mix helped companies account for the physical barriers that prevented widespread product adoption. People, process, and physical evidence are extensions of the original 4 Ps, and are more relevant to the current trends in marketing.

2.1.4.1. Product mix strategy

Product

Product refers to a good or service that a company offers to customers. Ideally, a product should fulfill an existing consumer demand. Or a product may be so compelling that consumers believe they need to have it and it creates a new demand. To be successful, marketers need to understand the life cycle of a product, and business executives need to have a plan for dealing with products at every stage of their life cycle. The type of product also partially dictates how much businesses can charge for it, where they should place it, and how they should promote it in the marketplace (Burnett, 2008).

Kotler (2000) defines that product is anything that can be offered to the market to satisfy a want or a need. Products include physical good, services, experiences, events, persons, places, properties, organization, information, and ideas. The customer will judge the offering by three basic elements: product features and quality, service mix and quality, and price appropriateness. As a result, marketers must carefully think through the level at which they set each product's features, benefits and quality.

Convenience is a factor related to usage of the product and the product should bring ease in life of customer. Quality product is one of the marketer's major tools (Kotler and Armstrong, 2012). Packaging is used for raising the product's value. Packaging increases the perceptual experiences about the quality of the product. Packaging plays the role of attention-getter which starts the sales process. It provides information about product attributes such as price, quality, quantity, instruction for use and other product information (Koyade, 2014).

Kotler defines Branding has become a central issue in a product strategy. On the one hand, developing a branded product requires a great deal of long term marketing investments, especially for advertizing, promotion and packaging. Branding usually assures high or at least consistent quality and hence encourages repeat purchase. Warranties give an assurance to the customer about after sales service which assures the customer about the durability of the product and maintains satisfied customers in the market.

Product Mix

The product mix of an individual company can be described in terms of width, length, depth, and consistency. The width refers to how many different product lines the company carries. The length refers to the total number of items in the mix. The depth of a product mix refers to how many variants of each product are offered. The consistency of the product mix refers to how closely relate the various product lines are in end use, production requirements, distribution channels, or some other way (Kotler, 2007).

Marketing Through the Product Life Cycle

In today's highly dynamic marketing environment, a company's marketing strategy must change as the product, market, and competitors change over time. Here, we describe the concept of the product life cycle (PLC) and the changes that companies make as the product passes through each stage of the life cycle. Kotler (2007), says that a product has a life cycle is to assert four things.

- Products have a limited life
- Product sales pass through distinct stages with different challenges, opportunities, and problems for the seller.
- Profits rise and fall at different stages of the product life cycle.
- Products require different marketing, financial, manufacturing, purchasing, and human resource strategies in each stage.

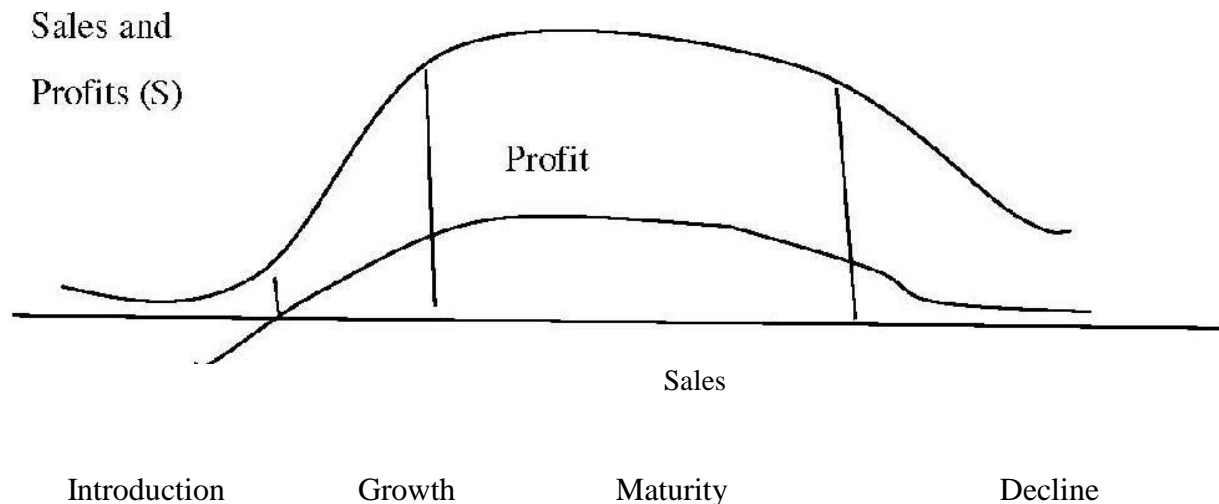


Figure 1: Sales and Profit Life Cycle (Kotler, 2007)

2.1.4.2. Pricing strategies

Price is the cost consumers pay for a product. Marketers must link the price to the product's real and perceived value, but they also must consider supply costs, seasonal discounts, and competitors' prices. In some cases, business executives may raise the price to give the product the appearance of being a luxury. Alternatively, they may lower the price so more consumers can try the product. Marketers also need to determine when and if discounting is appropriate. A discount can sometimes draw in more customers, but it can also give the impression that the product is less exclusive or less of a luxury compared to when it is was priced higher.

Methods of pricing

a) Cost based pricing

Kotler, et.al (1999) defines that cost plus pricing is adding a standard markup to the cost of the product. To calculate products cost we need to include the cost of production, promotion and distribution. Add the profit level you want from the business to the product cost subtotal to determine your product price. The amount of profit you add to the product cost subtotal can be set according to three different methods (a profit percentage with product cost, add a percentage to an unknown product cost and blend of total profit and product costs). Each of the three costs based pricing methods described begin with a product cost subtotal. Therefore, the company designs what it considers being a good product, totals the cost of making the product, and sets a price that covers costs plus a target profit.

b) Competition based pricing

Consumers will base their judgments of a products value on the prices that competitors charge for similar products (Kotler, et.al 1999). The big advantage of competition based pricing is that you are focused on your industry and therefore your competition. An industry focus looks closely at the types of existing and emerging competition. Once you know what your competitors are doing, you can better decide how you will manage your business.

c) Value based pricing

Value based pricing means that the marketer cannot design a product and marketing program and then set the price. Price is considered along the other marketing mix variables before the marketing program is set. The company set its target price based on customer perceptions of the product value. The targeted value and price then drive decisions about product design and what cost can be incurred. As a result, pricing begins with analyzing customer needs and value perceptions and a price is set to match consumers' perceived value (Kotler, et.al 1999).

2.1.4.3. Distribution (Place) Strategies

When a company makes decisions regarding place, it is trying to determine where I should sell a product and how to deliver the product to the market. The goal of business executives is always to get their products in front of the consumers that are the most likely to buy them.

In some cases, this may refer to placing a product in certain stores, but it also refers to the product's placement on a specific store's display. In some cases, placement may refer to the act of including a product on television shows, in films, or on web pages in order to garner attention for the product.

Distribution is the physical movement of goods from producer to wholesaler, from wholesaler to retailer and from retailer to consumer (Manmohan, 2012). It includes distribution channels, warehousing facilities, mode of transportation and inventory control management thus it is a mechanism through which goods and services are moved from the service provider and manufacturer to consumer. If the product is a business product then a business team is required to interact with different clients and ensure the availability of the product for them. Distribution has a huge effect on the profitability therefore a firm should have excellent supply chain and logistics management plan for distribution. All the four variables of marketing mix are interconnected. By increasing the price of the product, the demand of the product will be lesser distribution points will be required.

Kotler (2003) recognized that distribution channels are dynamic and they can create a competitive advantage when used right, but become a competitive liability when used liability. The overall marketing mix can result in dynamic modeling based on customer feedback for improving a product and the same can be launched as the upgraded product.

2.1.4.4. Promotion strategies

Promotion includes advertising, public relations, and promotional strategy. The goal of promoting a product is to reveal to consumers why they need it and why they should pay a certain price for it. Marketers tend to tie promotion and placement elements together so they can reach their core audiences. For example, in the digital age, the "place" and "promotion" factors are as much online as they are offline. Specifically, where a product appears on a company's web page or social media, as well as which types of search functions trigger corresponding, targeted ads for the product.

2.1.5. Market Performance

Marketing performance as a business measurement of the company success rate includes sales turnover, number of customers, sales and growth profitability Voss and Voss (2000). While Saeko et al.(2012) states marketing performance is key to the business success as a result of market strategy for customers, market, and these financial organizations, the market performance such as sales growth, market share and market development in the study of marketing performance. The other study showed that good marketing performance expresses in three primary focus as follows the value of sales, sales growth and the share of market that finally is able to increase the company profits (Ferdinand, 2014)

Market performance is a key indicator that reflects business performance. Market performance can be shown by the increase of market share. Guanxi has been proven to have a positive impact on market channels (Zhuang et al., 2010) and develops a firm's effectiveness and responsive capability. In this way, a firm's market share will increase. Cooperative and coordinated behaviors in guanxi networks can both improve financial performance and increase market share by sharing market information and benefits control (Gu et al., 2008). The performance of a firm can be measured through sales revenue, market share, profitability, competitive advantage, customer satisfaction and loyalty.

2.1.5.1. Sales Performance

Sales performance alludes to the volume of offers accomplished inside a predefined period contrasted with predetermined sales levels (Rotich, 2016)). Accomplishing more noteworthy sale execution is the most essential part of sales pioneers as it specifically impacts on their key execution pointers. Sales performance has been conceptualized to incorporate both the result and behavioral measurements (Cavusgil & Zou, 2004). Sales results have dependably been seen by execution situated sales representatives as proof to their behavioral execution and therefore a positive relationship has been found to exist between occupation association segment of responsibility and sales performance. In today's dynamic working business environment, organizations that depend on poor information to settle on key deal sales performance decisions, risk being rendered clumsy by the opposition. As organizations develop more idealistic about open doors for development, the weight is on for deals staff to meet ever-higher income (Cooper & Kleinschmidt, 2015).

2.1.5.2. Market share

In order to accurately measure market share, it is critical that a firm correctly identify its competitive set. Even with the competitive set correctly scoped, market share is best deployed only as "a check on sales growth figures (CLARK, 2000).

2.1.5.3. Customer satisfaction

Building on the concepts of relationship marketing the intuition that satisfied customers are likely to be both loyal and profitable has proved powerful, so powerful that mixed empirical evidence regarding the impact of customer satisfaction on overall business performance has to some extent been ignored (CLARK, 2000). The objective of measuring customers is to track "the strength of customer relationships, primarily through the vehicles of satisfaction and loyalty" (CLARK, 2000). Customers are satisfied when their experience with a product exceeds their expectations regarding the product. The ability to quantitatively scope expectations and experience rises from recent developments in database marketing. Sophisticated analytics and data-mining enable new "models of satisfaction,

notably including models that separate different forms of satisfaction (eg satisfaction with the product versus satisfaction with information regarding the product)" (CLARK, 2000).

2.1.5.4. Competitive (or positional) advantage

Competitive (or positional) advantage concerns customers perceptions of a firm's offering in the specific market vis-à-vis those of competitors (Wensley 1988). Firms with offerings that achieve competitive advantage occupy a privileged position in customers' minds, as creators of superior value (Adner, 2006). This can be considered an indication of these customers' likelihood to buy offerings from the firm, thereby directly contributing to the improvement of the firm's market performance. In value terms, competitive advantage is likened to use value creation by the seller and expected use value in customers' perceptions, whereas market performance corresponds to the value captured by the seller and the realized exchange value accepted by customers when the exchange takes place (Bowman and Ambrosini 2000). Competitive advantage has cost- and differentiation-related components, and the expectation for a company operating in competitive environments is that it excels in one competitive advantage dimension while achieving industry-average levels in the other (Acquaah 2008).

2.2. Review of Empirical Studies

Many studies have been conducted in relation to marketing strategy, both inside and outside Ethiopia. The studies were focusing on the effect of marketing strategy on firm performance. Heiner and Mühlbacher (2010) studied Marketing Strategies and market performance in three European engineering countries, and applied survey research design. They found out that the key contradiction of the study is the low impact of marketing strategy on business performance, which is not assumed, as several previous studies propose the link to be strongly positive. Also, this result is surprising in light of a recent, general development of increased customer focus. Nevertheless, it is characteristic to market orientation that it also contributes to the accumulation of other organizational resources and increases their value.

In various conceptual frameworks, it has been clearly indicated that the better functioning the Marketing department, the higher the business performance will be. In detailed level, when Marketing and Distribution Department is working smoothly, companies can really achieve remarkable improvements in performance metrics such as cost of sales, sales cycles and market-entry costs (Krohmer 2002).

Moreover, empirical evidence exists considering particularly the Marketing Strategies and its proper

implementation are the effect on business performance. With means of both qualitative and quantitative research it has been indicated that market performance is positively affected by effective Marketing Strategy (Guenzi&Troilo 2007, 98).

In an empirical study, the best performing companies have achieved higher integration between departments than other companies, but at the same time these departments were highly differentiated. This differentiation was in line with environmental demands. It is suggested that in order for achieving high performance, a company needs to balance both differentiation and integration with environmental requirements. In short, this means that companies have to differentiate the departments clearly, but at the same time make these departments collaborate well (Lawrence &Lorsch 1973, 49-53).

Marketing can for instance produce high amounts of leads through marketing activities which can damage the sales if part of the leads are poorly qualified or markets does not follow them up. (Smith et al. 2006, 564) Longer sales cycles, missed quotas, bad productivity as sales uses its time to developing Marketing materials and bad Market efficiency are named as consequences of lack of alignment between marketing and sales (Patterson 2007, 185).

Adewale (2013) research on Impact of Marketing Strategy on Business Performance in Small and Medium Enterprises (Smes) in Oluyole Local Government, Ibadan, Nigeria. The study mainly focuses on the independent variables (i.e Product, Promotion, Place, Price, Packaging and after sales service) and dependent variables of business performance in term of profitability, market share, return on investment, and expansion. The researcher found out that marketing strategies (product, place, price, packaging, and after sales service) were significantly independent and joint predictors of business performance. The study however, discovered that promotion has no positive significant effect on business performance.

On the other hand, Kisu (2015) studied the effect of marketing strategies on the performance of seed companies in Kenya. The study used a cross sectional descriptive survey design. The study found out that the marketing strategies used by the seed companies were found to be pricing, people, processes, and place, product and promotion strategies. Pricing strategy was used by the seed companies in determining the price of seeds after taking into consideration competitors' prices and price changes and response to market changes. The study found out that the processes strategy enabled the seed companies to differentiate themselves through packaging in branded materials, marketing of final seeds and production of seeds in order to be consistent in production.

The product strategy was found to be efficient in meeting customer wants, providing products with low probability of failure, developing products that have broad market appeal, developing innovative new products and offering a broad product line. The seed companies were found to be using promotional strategy to advertise their products through various media, to elicit attention, interest, desire and action, and focusing on customer needs. The marketing strategies used by the seed companies were found to have resulted in increased average brand equity and market share, company net profit, increased customer satisfaction, increased customer loyalty which is success factors on the performance of any strategic organization. The regression analysis established that marketing strategies influence the performance of seed companies'. The marketing strategies were found to explain 82.5% of the performance of seed companies.

Moreover, Budi Rustandi Kartawinata and Aditya Wardhana (2013) have conducted a study on marketing strategies and their impact on marketing performance of Indonesian Ship Classification Society. In this study the implementation of market strategies which include segmentation strategy, targeting strategy. And positioning strategy (STP) and marketing mix strategies which include product strategy, price strategy, distribution strategy, promotion strategy, process strategy, physical evidence strategy, and people strategy (7Ps), meanwhile the performance of the marketing of covering the sales volume, profit, and market share. The empirical results of this study show the marketing strategies consist of market strategy and marketing strategy which directly affect the marketing performance partially and simultaneously at Indonesian Classification Society's customers. The market strategy gives the impact on marketing mix strategy. Marketing strategies (consist of market strategies and marketing mix strategies) and marketing performance of Indonesian Ship Classification Society in general shows good condition. The dominant factor in the market strategies is targeting. The dominant factor in marketing mix strategies is distribution. The dominant factor in the marketing performance is sales volume.

Generally, from above literature reviews, previous studies have established relationships between marketing strategies and performance; however each of independent variables (Marketing Strategies) affected performance at different percentage rates.

2.3. Conceptual Framework of the Study

Marketing Strategy is a complex phenomenon, which can be considered from varying perspectives, for example from company perspective, from perspective of the departments in question, from customer perspective and from competitive perspective. The main dimensions of marketing strategy are the

product strategy, price strategy, promotional strategy and distribution strategy. On the other hand, the dimensions of market performance are sales performance, market share, customer satisfaction, competitive advantage (Andnet Abebe, 2018). The following figure explains the theoretical framework of the study.

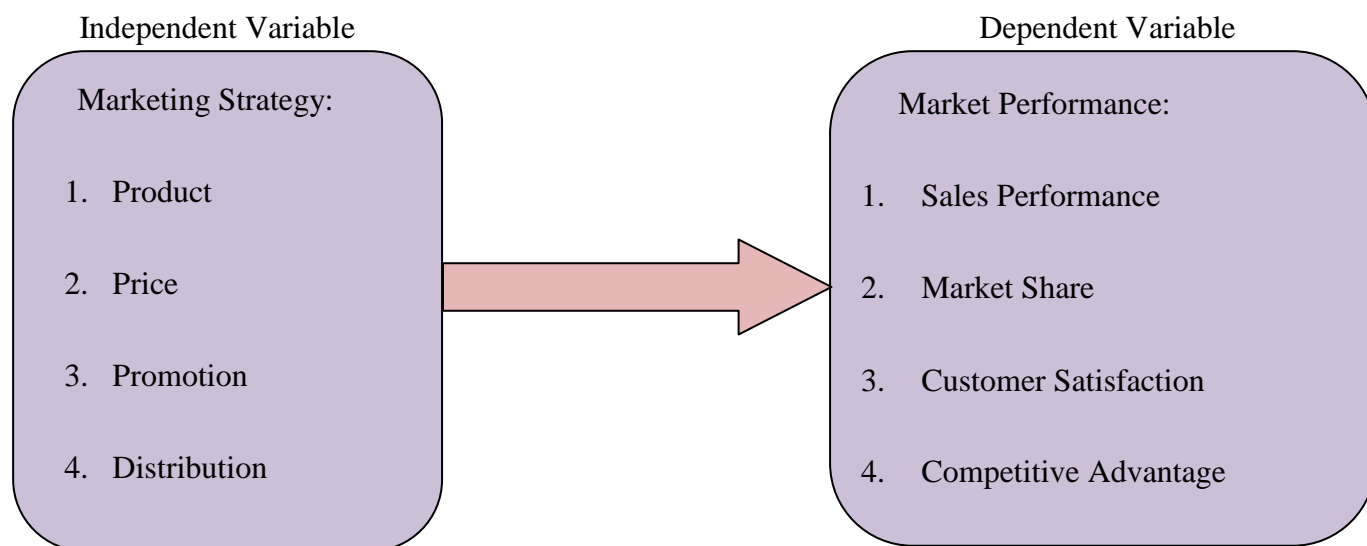


Figure 2: Conceptual framework of the study showing the effect of marketing strategy on market performance (Andnet Abebe, 2018)

2.4. Research Hypothesis

Every organization or industry measures its performance because it helps to find out whether things are going on the right way or if not, to find what the causes that generated poor performance. For this reason, the researcher investigate best-fit variable for Sales performance in the case of St. George Beer Factory. So that the variables used to measure market performance are sales performance, market share, competitive advantage and customer satisfaction.

Based on review of related literatures and objectives of the study, the following hypotheses were tested:

H1: Marketing strategy is positively and significantly correlated with sales performance.

H2: Marketing strategy is positively and significantly correlated with market share.

H3: Marketing strategy is positively and significantly correlated with competitive advantage.

H4: Marketing strategy is positively and significantly correlated with customer satisfaction.

CHAPTER THREE RESEARCH METHODOLOGY

3.1. Research Approach

In order to achieve the objectives of the study, the study applied a mixed research approach, a combination of both qualitative and quantitative approaches. To address the assessment of marketing strategy that are currently practiced in St. George Brewery Factory open and close ended questionnaires were employed. This method is selected on the assumption that it helps to gather enough information on the issue under study. Secondary data were collected from various books, research papers, articles, journals and websites.

3.2. Research Design

This study applied descriptive and explanatory research designs. The study is a descriptive type of research it set out to assess the marketing strategy practice of St. George Brewery. According to Pilot and Hurgler (1995), descriptive survey aims predominantly at observing, describing and documenting aspects of a situation as it naturally occurs rather than explaining them. Gay (1992) opined that, descriptive design describes and provides understanding of a phenomenon usually with simple descriptive statistics. Gay (1992) further explained that, the descriptive survey method is useful for investigating a variety of social problems including assessment of attitudes, opinions, demographic information, conditions and procedures, and that descriptive data are usually collected through questionnaire, interview or observation. The study is also explanatory in design as it aims to test the effect of marketing strategy on market performance.

3.3. Target Population and Sample Size Determination

The targeted populations for this study are employees at St. George Brewery and the breweries under this districts are the pool of the study. The brewery has four branches around the country including Addis Ababa, Kombolcha, Hawassa and winery around Zeway. From the four breweries around the country the only focus of this is study is the head office of St. George Brewery at Addis Ababa which are established earlier and therefore have more experienced employees than the others. Since it is not necessary to consider all employees of the factory, appropriate respondents for the study were chosen from marketing department notably from sales, promotion and distribution work units only.

Therefore the target populations of the study are the employees' of the marketing department in St. George Brewery who have a direct exposure to the marketing activity. There are 100 employees who are working in the marketing department in Addis Ababa (Human resource department of BGI, 2021).

Thus, a population of the study will be 100 employees' of marketing department staffs. Since the population size is manageable, the student researcher has decided to conduct census by incorporating all respondents into the study. Therefore, in sample size selection, the major concentration would be on the quality of respondents or informants and their potential know how to provide rich and relevant information's which is vital for the desired goal and, for the future analysis and interpretation of the study.

3.4. Sources of Data

The data collection is from both primary and secondary sources. The primary data is gathered through questionnaire from employees of sales, promotion and distribution department of Saint George Brewery. To obtain secondary data, all relevant documents such as books, journal articles, published and unpublished research papers, reports and other related documents had been reviewed and analyzed.

3.5. Methods of Data Collection

This section explained the selected data collection methods which are adopted in this research. For this purpose, a standardized questionnaire survey had been initiated in order to obtain the required data. A questionnaire survey was chosen as the most effective method to meet the objective of this study through pursuing the experiences of professionals and practitioners involved in St. George Brewery. This selected data collection tool is believed to be the most adequate for this research.

3.6. Data Collection Procedure

As explained earlier, questionnaires were used to achieve research the research objectives. Self-administered questionnaires are used as the main data collection method in the research because, since each person (respondent) is asked to respond to the same set of questions, it provides an efficient way of collecting responses from a sample prior to quantitative analysis.

The questionnaire was developed to answer research questions and meet the research objectives and it was distributed to a sample of selected respondents across St. George brewery employees at head office of St. George Brewery at Addis Ababa. The next task after preparing the questionnaire was pilot testing and modification of the questionnaires. In order to substantiate the data collected via questionnaire, information was gathered from research, consultancy reports, journal articles, and baseline survey and government reports.

3.7. Reliability and Validity of Measurement Scales

The student researcher adopted a measurement scale to measure marketing strategy from Simegn Desalegn Birru (2017). The five points Likert scale has 24 items divided into four dimensions namely product, price, promotion and distribution. The Cronbach alpha for each of the dimensions is 0.702, 0.814, 0.869, and 0.806, respectively. Likewise, the student researcher adopted a measurement scale developed by Yohannes Fekadu (2018) to measure the dependent variable divided into four dimensions namely Sales performance, market share, customer satisfaction and competitive advantage. The five points Likert scale has 14 . The Cronbach alpha is 0.924.

3.8. Data analysis Technique

Data collected through questionnaire were processed via SPSS software and analyzed using descriptive statistics (such as frequency, percentage, mean, and standard deviation) Moreover, correlation analysis was used to test the relationship between marketing strategy and market performance. Regression analysis was also used to determine the effect of marketing strategy on market performance.

3.9. Ethical Considerations

All participants reported their written consent regarding their participation in the research, through a signed Consent and Briefing Letter. At the same time, sample members will be asked to sign a Debriefing and Withdrawal Letter. The aim of both letters is to reassure participants that their participation in the research is voluntary and that they are free to withdraw from it at any point and for any reason. The researcher is responsible for maintaining the confidentiality of the data and for any errors that might have been committed in this study. Moreover, the identity of survey respondents was kept confidential. All sources used in this study were also duly acknowledged.

CHAPTER FOUR DATA PRESENTATION, ANALYSIS AND FINDINGS

4.1. Response Rate

Out of the total 100 questionnaires distributed to the selected sample of employees, 94 (94%) of them were properly completed and returned and the rest 6 (6 %) were failed to complete. Properly filled questionnaires were collected and used for the analysis. The data collected from the target population was presented and analyzed. As a result of this, the responses of the participants regarding the independent and dependent variables were summarized using the frequencies, percentage and mean. In addition, correlation Analysis was used to identify the correlation between independent variable and the dependent variable.

Table 4.1 respondent rate

Respondent rate	Frequency	Percent (%)
Number of questionnaire properly completed and returned	94	94
Number of questionnaire failed to complete	6	6
Total	100	100

Source: Own survey Result (2021)

4.2. General Profile of Survey Respondents

The researcher collected data with regard to the demographic characteristics of respondents' gender, age, education level, position and working experience. 94 respondents from BGI were analyzed. The findings are presented in Table 4.2.

Findings indicate that majority of the respondents were male 76.6%, and the remaining were female (23.4%). This shows that males were majority of the respondents. As far as age of respondents is concerned, 63.8 % of the respondents were in the range of 21-35 years, 29.8 % of the respondents were in the range of 36-45 years and 6.4% are in the range of 46-65 years. This shows that the majority of the employees in BGI were young. Therefore, the majority employees were within the productive age.

With regard to educational level of respondents, Master's Degree holders represented 6.4% of the employees, First Degree holders represented 59.6%, diploma holders constitute 24.5% of the employees and grade 10-12 consists 9.6% of the total respondents. It can be said from the survey that, most of the university employees were degree holders.

As far as the position of the respondents is concerned, sales operators holds 64.9% of the total respondents, supervisors holds 24.5% of the respondents and 10.6% are managers. With respect to service years of respondents in the brewery, 14.9% of the respondents had less than two years of experience, 63.3% respondents are between 5 and 8 years under 5-8 years experienced and 28.5% are 9 to 12 year experienced. From this we can understand that, most of the respondents have 5 to 8 years of experience and less than two years are the lowest one.

Table 4.2 General profile of survey respondents

Gender of respondents	Frequency	Percent
Male	72	72.0
Female	22	22.0
Total	94	94.0
Age of respondents	Frequency	Percent
21-35	60	60.0
36-45	28	28.0
46-65	6	6.0
Total	94	94.0
Educational background	Frequency	Percent
Grade 10-12	9	9.0
Diploma	23	23.0
Bachelor degree	56	56.0
MA/MSC/MBA	6	6.0
Total	94	94.0
Position of respondents	Frequency	Percent
Manager	10	10.0
supervisor	23	23.0
Sales operator	61	61.0
Total	94	94.0
Working experience	Frequency	Percent
Less than 2 years	14	14.0
2 - 5 years	24	24.0
6 - 10 years	33	33.0
11 - 15 years	15	15.0
More than 15 years	8	8.0
Total	94	94.0

Source: Own survey Result (2021)

4.3. Descriptive Statistical Analysis for Marketing Strategy

The analysis of this study was done using descriptive statistic (frequency, percentage, mean and standard deviation). The main reason of using this measurement was to demonstrate the average responses of respondents for each question that was included under each dimensions of the predictor variable and to reach the grand mean of each dimension.

Finally, the interpretation was made through using the grand mean of each independent dimension for the aim of achieving research objectives of the study. The interpretation was made based on the following measurement scale intervals or range. Mean scores 4.51-5.00 excellent or very good, 3.51-4.50 good, 2.51-3.50 average or moderate, 1.51-2.50 fair and 1.00-1.50 is poor (Poonlar Btawee:1987, as cited in Yohannes Fekadu, 2018).

4.3.1. Product Strategy

Higher customer satisfaction leads to greater customer loyalty which in turn leads to higher future revenue. As a result, many market leaders are found to be highly superior-customer- service orientated. They have been rewarded with high revenue and customer retention as well. For that reason, organizations in the same market sector are forced to assess the quality of the services that they provide in order to attract and retain their customers. Because satisfied customers are a key to long-term business success (Zeithaml, 1996).

Although quality was only one of many dimensions on which satisfaction was based, satisfaction was also one potential influence on future quality perceptions (Clemes, 2008). According to table 4.3, the quality of products meets the expectation of customers. The descriptive statistical analysis shows that product quality meets customer expectation mean value is 4.1489.

According to table 4.3, the brewery product differentiates from rival's products with mean value of 4.14. The brewery products meet customers' requirements with mean of 4.25. The brand name influences organizational profitability with mean value of 4.09. The mean value for the brand name influences organizational profitability your organization gives room for product Warranty was calculated to be 3.84. The mean value for 'packaging is effective' was 4.07.

Table 4.3 Descriptive statistical analysis for product strategy

Item	Mean	Std. Deviation
The brewery produces varieties of products in meeting customers' satisfaction	4.3191	.46865
Product quality meets customer expectation.	4.1489	.35793
The brewery product differentiates from rival's products.	3.9574	.92649
The brewery products meet customers' requirements	4.2553	.43838
The brand name influences organizational profitability	4.0957	.29582
Your organization gives room for product Warranty?	3.8404	.57367
The packaging is effective	4.0745	.26394
Grand mean	3.4817	0.4080

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scale

4.3.2. Price Strategy

Table 4.4 Descriptive statistical analysis for price strategy

Item	Mean	Std. Deviation
The price charged for the brewery product is reasonable	4.1596	.36817
The brewery publishes price discount in different times.	4.7979	.40374
The Brewery uses pricing skills and systems to respond quickly to market changes	4.7447	.43838
The brewery adjusts the price of the Product with competitor's price.	4.6915	.46476
The pricing decisions allow for discounts	4.9043	.29582
Setting a price based on what the Competitors charges	4.9574	.20893
Grand mean	4.7092	0.3633

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scale

According to table 4.4, the price charged for the brewery is reasonable have 4.1596 mean. The brewery publishes price discount in different times has 4.7979 mean. The Brewery uses pricing skills and systems to respond quickly to market changes have 4.7447 mean. The brewery adjusts the price of the Product with competitor's price have 4.6915 mean. The pricing decisions of the brewery allow for discounts have 4.9043 mean. The brewery sets a price based on what the Competitors charges have 4.9574 mean.

4.3.3. Promotion Strategy

Table 4.5 Descriptive statistical analysis for promotion strategy

Item	Mean	Std.
The brewery applies advertising as one of the promotional strategy	4.6915	.464
The brewery applies sales promotion as one of the promotional strategy	4.7447	.438
Your organization applies personal selling as one of the promotional strategy	4.9574	.202
Your organization applies publicity as one of the promotional strategy	4.7979	.403
The brewery uses phone communication with the final consumers	4.8511	.357
The brewery promotional strategy influences the acceptance of the brewery offerings	4.6915	.464
People know the brewery products based on the brewery promotional strategy	4.3962	.245
Grand mean	4.7329	0.367

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scale

According to table 4.5, the brewery applies advertising as one of the promotional strategy have 4.6915 mean. The brewery applies sales promotion as one of the promotional strategy have 4.7447 mean. The brewery applies personal selling as one of the promotional strategy have 4.9574 mean. The brewery applies publicity as one of the promotional strategies has 4.7979 mean. The brewery uses phone communication with the final consumers has 4.8511 mean. The brewery promotional strategy influences the acceptance of the brewery offerings has 4.6915 mean. The brewery products based on the brewery promotional strategy have 4.3962 mean.

4.3.4. Distribution Strategy

According to table 4.6, the brewery has enough outlets to sell its Product have 4.7979 mean. The customers get the actual amount of product on request have 4.6915 mean. The channel coverage of the brewery is effective have 4.8511 mean. The transportation system of the brewery is effective and has mean value of 4.8085.

Table 4.6 Descriptive statistical analysis for distribution strategy

Item	Mean	Std.
The brewery has enough outlets to sell its Product	4.7979	.403
The customer get the actual amount of product on request	4.6915	.464
The channel coverage is effective	4.8511	.357
Transportation system is effective	4.8085	.395
Grand mean	4.7872	.40475

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scale

4.4. Descriptive statistical analysis for market performance

The market performance of the organization was measured using four dimensions namely sales performance, market share, customer satisfaction and competitive advantage. The result of descriptive statistics for these dimensions is discussed below.

4.4.1. Sales performance

Table 4.7 Descriptive statistical analysis for sales performance

Item	Mean	Std. Deviation
The brewery marketing strategy is positively and significantly affects sales performance	4.7979	.40374
The brewery Marketing strategy helps for sales to rise	4.8511	.35793
The brewery promotional strategy influences sales positively.	4.6383	.48037
Total The brewery discount strategy influences sales positively.	4.2021	.40374
Grand mean	4.6223	0.4114

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scale

According to table 4.7, the brewery marketing strategy is positively and significantly affects sales performance have 4.7979 mean. The brewery marketing strategy helps to increase sales have a mean value of 4.8511. The brewery promotional strategy influences sales positively and a mean value of 4.6383. The brewery discount strategy influences sales positively and have 4.2021 mean.

4.4.2. Market share

Market share is the percent of total sales in an industry generated by a particular company. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors. The market leader in an industry is the company with the largest market share (Adam Hayes, 2020)

According to table 4.8, the brewery's marketing strategy positively and significantly affects market share with mean of 3.8617. The brewery control mechanism of a large market share gives an increase profit margin of the brewery with mean of 4.7553. The brewery market share is relatively higher compared to other brewery due to market strategy with mean of 4.1596. Price decision affects the brewery market share with mean of 4.7766.

Table 4.8 Descriptive statistical analysis for market share

Item	Mean	Std.
The brewery Marketing strategy is positively and significantly affects market share	3.8617	.8500
The brewery control mechanism of a large market share gives an increase profit margin of the brewery.	4.7553	.4322
The brewery control mechanism of a large market share gives an increase profit margin of the brewery.	4.1596	.3681
Price decision affects the brewery market share	4.7766	.4187
Grand mean	4.3883	.5172

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scal

4.4.3. Customer satisfaction

Customer satisfaction indicates the fulfillment that customers derive from doing business with a firm. In other words, it's how happy the customers are with their transaction and overall experience with the company.

Table 4.9 Descriptive statistical analysis for customer satisfaction

Item	Mean	Std.
The brewery Marketing strategy is positively and significantly affects Customer satisfaction	4.8511	.3579
The brewery helps market strategy retaining of customers	4.2553	.4383
Total The brewery helps market strategy attracting of customers	4.5957	.4933
The brewery market strategy is effective in promoting and attracting new customers	4.5532	.4998
Grand mean	4.5638	.4473

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scale

According to table 4.9, the brewery's marketing strategy positively and significantly affects customer satisfaction with mean value of 4.8511. The brewery helps market strategy retaining of customers with mean value of 4.2553. The brewery helps market strategy attracting of customers with mean value of 4.5957. Moreover the brewery sale is relatively higher compared to other brewery due to market strategy with mean value of 4.5532.

4.4.4. Competitive advantage

A competitive advantage is what makes an entity's goods or services superior to all of a customer's other choices. While the term is commonly used for businesses, the strategies work for any organization, country, or individual in a competitive environment (Michael boyle, 2021).

Table 4.10 Descriptive statistical analysis for competitive advantage

Item	Mean	Std. Deviation
The brewery Marketing strategy is positively and significantly affects competitive advantage	4.8511	.35793
The brewery sale is relatively higher compared to other brewery due to market strategy.	4.4468	.49983
Grand mean	4.6489	0.4288

Source: Own survey result (2021)

N.B Mean is calculated using a 5 point likert scale

According to table 4.10, the brewery's marketing strategy positively and significantly affects competitive advantage with mean value of 4.8511. The brewery's sale is relatively higher compared to other brewery due to market strategy with mean value of 4.4468.

4.5. Correlation Analysis

In order to test the relationship between marketing strategy and market performance, correlation analysis was used. Pearson correlation test was conducted to know the degree of relationship between the independent variable i.e. market strategy and the dependent variable i.e. market performance. The results of the correlation analysis between these variables are shown in table 4.9 below.

As illustrated on table 4.9, Pearson correlation matrix shows product, price, promotion and distribution dimensions have strong associations with sales performance, market share, customer satisfaction and competitive advantage. Pearson correlation matrix shows that product strategy has positive correlation with all dimensions of market performance namely, sales performance ($r=0.447^*$), market share ($r=0.342^{**}$), customer satisfaction ($r=.498^*$) and competitive advantage ($r=0.316^{**}$). This shows that product is positively and strongly correlated with sales performance, market share, customer satisfaction and competitive advantage.

Pearson correlation matrix shows that pricing strategy has positive correlation with all dimensions of market performance namely, sales performance ($r=0.538^{**}$), market share ($r=0.580^{**}$), customer satisfaction ($r=.461^*$) and competitive advantage ($r=0.424^{**}$). This shows that price is positively and strongly correlated with sales performance, market share, customer satisfaction and competitive advantage.

Table 4.9 Correlation analysis between of marketing strategy and market performance

Independent variable	Correlation test	Dependent variable			
		Sales performance	Market share	Customer satisfaction	Competitive advantage
Product	Pearson correlation	0.447**	0.342* *	0.498**	0.316**
	Sig.(2-tailed)	0.033	0.017	0.021	0.000
	N	94	94	94	94
Price	Pearson correlation	0.538**	0.580* *	0.461**	0.424**
	Sig.(2-tailed)	0.023	0.026	0.017	0.011
	N	94	94	94	94
Promotion	Pearson correlation	0.576**	0.593* *	0.520**	0.425**
	Sig.(2-tailed)	0.020	0.028	0.015	0.012
	N	94	94	94	94
Distribution	Pearson correlation	0.667**	0.671* *	0.585**	0.466**
	Sig.(2-tailed)	0.004	0.009	0.001	0.000
	N	94	94	94	94

Source: Own survey result (2021)

The above Pearson correlation matrix shows that promotional strategy has positive correlation with all dimensions of market performance namely, sales performance ($r= 0.576^{**}$), market share ($r= 0.593^{**}$), customer satisfaction ($r= 520^*$) and competitive advantage ($r=0.425^{**}$). This shows that promotion is positively and strongly correlated with sales performance, market share, customer satisfaction and competitive advantage.

The above Pearson correlation matrix also shows that distribution strategy has positive correlation with all dimensions of market performance namely, sales performance ($r= 0.667^{**}$), market share ($r= 0.671^{**}$), customer satisfaction ($r= .585^*$) and competitive advantage ($r=0.466^{**}$). This shows that distribution is positively and strongly correlated with sales performance, market share, customer satisfaction and competitive advantage.

In general, market strategy and overall marketing performance dimensions are strongly correlated with each other. The finding on table above further indicates that the highest significant relationship is found between distribution and market share ($r = .671^{**}$, $p < 0.01$). However the lowest statistically significant relationship is found between product and competitive advantage ($r = .316^{**}$, $P < 0.01$).

CHAPTER FIVE SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Summary of Findings

The intention of this study was to examine the relationship between marketing strategy and market performance in the case of Saint George Beer Factory. The study uses descriptive research design and the study was carried out through collecting data by questionnaire from the sales and marketing department employee of St. George. In addition, secondary data also gathered by reviewing different books, research papers, articles, journals and websites. After a rigorous analysis of the data collected through a survey questionnaire, the following major findings of the study are generated and summarized as follows:-

Marketing strategy

Product strategy

- Based on the result from the employee of the brewery, with 4.3191 mean value the customer is satisfied with the product.
- Moreover, with 4.1489 mean value the product quality meets customer expectation.
- Around, 44% of survey respondents remained neutral, with 3.9574 mean value the product differentiates from rival's product.
- Based on the result from the employee of the brewery, with 4.2553 mean value the brewery products meet customers' requirements.
- Based on the result from the employee of the brewery, with 4.0957 mean value the brewery products meet customers' requirements.
- Based on the result from the employee of the brewery, with 3.8404 mean value the brewery products meet customers' requirements.
- Based on the result from the employee of the brewery, with 4.0745 mean value the packaging of the product is effective.

Price strategy

- Based on the result from the employee of the brewery, with 4.1596 mean value the price charged for the brewery is reasonable.
- Based on the result from the employee of the brewery, with 4.7979 mean value the brewery publishes price discount in different times.
- Based on the result from the employee of the brewery, with 4.7447 mean value the brewery uses pricing skills and systems to respond quickly to market changes.

- Based on the result from the employee of the brewery, with 4.6915 mean value the brewery adjusts the price of the Product with competitor's price.
- Based on the result from the employee of the brewery, 4.9043 mean value the pricing decisions of the brewery allow for discounts.
- Based on the result from the employee of the brewery, with 4.9574 mean value the brewery sets a price based on what the competitors' charges.

Promotion strategy

- Based on the result from the employee of the brewery, with 4.915 mean value the brewery applies advertising as one of the promotional strategy.
- Besides, with 4.7447 mean value the brewery applies sales promotion as one of the promotional strategy.
- Based on the result from the employee of the brewery, with 4.9574 mean value the brewery applies personal selling as one of the promotional strategy.
- Based on the result from the employee of the brewery, with 4.7979 mean value the brewery applies publicity as one of the promotional strategy
- Moreover, with 4.8511 mean value the brewery uses phone communication with the final consumers.
- Based on the result from the employee of the brewery, with 4.6915 mean value the brewery promotional strategy influences the acceptance of the brewery offerings
- Based on the result from the employee of the brewery, with 4.3965 mean value the People know the brewery products based on the brewery promotional strategy.

Distribution strategy

- Based on the result from the employee of the brewery, with 4.7979 mean value the brewery has enough outlets to sell its Product
- Based on the result from the employee of the brewery, with 4.6915 mean value the customers get the actual amount of product on request.
- Based on the result from the employee of the brewery, with 4.8511 mean value the channel coverage of the brewery is effective.
- Based on the result from the employee of the brewery, with 4.8085 mean value the transportation system of the brewery is effective.

Market performance

Sales performance

- Based on the result from the employee of the brewery, with 4.7979 mean value the brewery Marketing strategy is positively and significantly affects sales performance.
- Based on the result from the employee of the brewery, with 4.8511 mean value the brewery's marketing strategy helps for sales to rise.
- Based on the result from the employee of the brewery, with 4.6383 mean value the brewery promotional strategy influences sales positively
- Based on the result from the employee of the brewery, with 4.2021 mean value the brewery discount strategy influences sales positively.

Market share

- Based on the result from the employee of the brewery, with 3.8617 mean value the brewery Marketing strategy is positively and significantly affects market share.
- Based on the result from the employee of the brewery, with 4.7553 mean value the brewery control mechanism of a large market share gives an increase profit margin of the brewery.
- Based on the result from the employee of the brewery, with 4.1596 mean value the brewery market share is relatively higher compared to other brewery due to market strategy
- Based on the result from the employee of the brewery, with 4.7766 mean value the price decision affects the brewery market share.

Customer satisfaction

- Based on the result from the employee of the brewery, with 4.8511 mean value the brewery Marketing strategy is positively and significantly affects Customer satisfaction.
- Based on the result from the employee of the brewery, with 4.2553 mean value the brewery helps market strategy retaining of customers.
- Based on the result from the employee of the brewery, with 4.5957 mean value the brewery helps market strategy attracting of customers.
- Based on the result from the employee of the brewery, with 4.5532 mean value the brewery sale is relatively higher compared to other brewery due to market strategy.

Competitive advantage

- Based on the result, with 4.8511 mean value the brewery marketing strategy is positively and significantly affects competitive advantage and with 4.4468 mean value the brewery sale is relatively higher compared to other brewery due to market strategy.

5.2. Conclusion

Ethiopia's beer market has been steadily growing for the past decade. In 2014, annual beer production stood at 5.6m hectoliters, rising to around 7m hectoliters in 2018 (Lucy Corne,2018, the ups and downs of Ethiopia's beer industry). Data analytics company Global Data has predicted that the figure could reach 25m hectoliters by 2023. The brewery industry in Ethiopia is becoming a very competitive environment where maximum efficiency and sustainable competitive advantage are critical for the success of a company. Over the years though, St George's competition has grown considerably, particularly from foreign breweries and investors seeking to enter the Ethiopian market. And, in the current business environment establishing an effective marketing strategy is becoming an increasingly important practice to enhance market performance. From the findings above, we can conclude that the establishment of an effective market strategy in St. George Beer Factory has a positive implication on market performance.

Consequently, the following conclusions have been reached from the analysis made earlier to address the research questions and specific objectives set in the study based on the dimensions considered in the framework.

- With regard to the product and price of St. George beer, the customer is satisfied with the product, the product quality meets customer expectation, the product differentiates from rival's product, the brewery products meet customers' requirements and the packaging of the product is effective. The price charged for the brewery is reasonable, Price discounts in different times, the Brewery uses pricing skills and systems to respond quickly to market changes, the brewery adjusts the price of the Product with competitor's price, the pricing decisions of the brewery allow for discounts and the brewery sets a price based on what the Competitors charges.
- with regard of promotion and distribution of St. George beer, the brewery applies advertising as one of the promotional strategy, the brewery applies sales promotion as one of the promotional strategy, the brewery applies personal selling as one of the promotional strategy, the brewery applies publicity as one of the promotional strategy, the brewery uses phone communication with the final consumers, the brewery promotional strategy influences the acceptance of the brewery offerings and People know the brewery products based on the brewery promotional strategy. The brewery has enough outlets to sell its Product, the customers get the actual amount of product on request, the channel coverage of the brewery is effective and the transportation system of the brewery is effective.

- With regard of sales performance and market share, the brewery Marketing strategy is positively and significantly affects sales performance, the brewery marketing strategy helps for sales to rise, the brewery promotional strategy influences sales positively and the brewery discount strategy influences sales positively. The brewery marketing strategy is positively and significantly affects market share, the brewery control mechanism of a large market share gives an increase profit margin of the brewery, the brewery market share is relatively higher compared to other brewery due to market strategy and price decision affects the brewery market share.

- With regard of customer satisfaction and competitive advantage, the brewery Marketing strategy is positively and significantly affects Customer satisfaction, the brewery helps market strategy retaining of customers, the brewery helps market strategy attracting of customers and the brewery sale is relatively higher compared to other brewery due to market strategy. The brewery marketing strategy is positively and significantly affects competitive advantage and the brewery sale is relatively higher compared to other brewery due to market strategy.

- The market strategy dimensions (product, price, place and promotion) have a positive and significant relationship with that of market performance dimensions (sales performance, market share, customer satisfaction and competitive advantage). The finding further indicates that the highest relationship is found between distribution and market share and the lowest relationship found between product and competitive advantage. Therefore, the market strategy dimension and market performance has positive and statistically significant relationship in St. George Beer Factory.

5.3. Recommendation

The following suggestions and recommendations are brought forward based on the conclusion made earlier so as to allow the management of the factory to take appropriate actions to set the problems identified in the study right.

- Although St. George beer product and price meets the customer satisfaction in terms of quality, fair price the pricing is competitor based pricing and competitor based pricing doesn't consider how customers react to the brewery pricing strategy. Instead, it just focuses on what other breweries are doing. By leaving customers out of the equation, it's tough to anticipate how purchasing behavior might impact the brewery pricing in the long term.
- The brewery should sometimes take the lead by establishing effective promotional strategy rather than often following the competitor. If the brewery takes such action and register success the benefit would be high both in sales volume and image building as well. However, such a decision has to be supported by the evidence based information obtained from a carefully designed and conducted market research.
- The management of the brewery shall provide equal appropriate levels of consideration to the basic elements of the market strategy as strategic tools in order to acquire a satisfactory performance in the form of financial or non-financial terms.

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Appendix

St. Mary's University
School of Graduate Studies
Department of Marketing Management

*Questionnaires to be filled by employees
of St. George Brewery*

Dear Sir/ Madam,

I am a graduate student in Marketing Management at ST. Mary's university. I am conducting a study entitled "*The effect of marketing strategy on market performance in the case of St. George Brewery*" in partial fulfillment for Master of Arts Degree in Marketing Management from St. Mary's University. To this end, questionnaire is used to gather pertinent data for the study purpose. The survey might take about 20 minutes of your time. Your answers are anonymous. Thus, DO NOT put your name on the survey. All answer will be kept confidential. Only group results, not individual answers, will be presented or documented. Your help with this research is strictly voluntary. You don't have to answer any questions you don't want to. If you have questions or concerns, please contact me at (+251) 930595172, Keuhabesha19@gmail.com. Thank for your time and consideration.

Sincerely,
Fistum Mohammed
Post-Graduate Student

GUIDELINES FOR COMPLETING THE QUESTIONNAIRE

- Only one answer is required for each question
- For questions which require an opinion, there is a grid of boxes to show grades of opinion.
- Please mark the box which most closely fits your opinion.
- If you do not understand a question or it is unclear, please omit the question and move on to the next.

Part one: General profile of survey respondents

1. Gender

- a) Male
- b) Female

2. Age (in years)

- a) 20 & below
- b) 21-35
- c) 36-45
- d) 46-65
- e) Above 65

3. Educational level

- a) Below grade 10
- b) Grade 10- 12
- c) Diploma
- d) Bachelor degree
- e) MA/MSC/MBA
- f) PhD
- g) Other (if any)_____

4. Your position in the organization

- a) Manager
- b) Supervisor
- c) Sales Operator
- d) Other (if any) _____

5. How long have you been employee of St. George Brewery (BGI)?

- a) Less than two years
- b) Two to Five years
- c) Six to ten years
- d) Eleven to fifteen years
- e) More than Fifteen years

Part Two: Questions related with marketing strategy

This part of survey is aimed to measure your perception towards marketing strategy of St. George Brewery. Please indicate the extent to which you agree or disagree on the statements using five points Likert scale (1=strongly disagree, 5=strongly agree). Put a tick mark (√) on the appropriate response category.

1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree

No.	Questions Related With Product Strategy	1	2	3	4	5
1	The brewery produces varieties of products in meeting customers satisfaction.					
2	Product quality meets customer expectation.					
3	The brewery product differentiates from rival's products.					
4	The brewery products meet customers' requirements					
5	The brand name influences organizational profitability					
6	Your organization gives room for product warranty?					
7	The packaging is effective					

No.	Questions Related With Price Strategy	1	2	3	4	5
1	The price charged for the brewery product is reasonable.					
2	The brewery publishes price discount in different times.					
3	The Brewery uses pricing skills and systems to respond quickly to market changes					
4	Price decision affects the brewery market share.					
5	The brewery adjusts the price of the Product with competitor's price					
6	The pricing decisions allow for discounts?					
7	Setting a price based on what the Competitors charges.					
No.	Questions Related With Promotion Strategy	1	2	3	4	5

1	The brewery applies advertising as one of the promotional strategy					
2	The brewery applies sales promotion as one of the promotional strategy					
3	Your organization applies personal selling as one of the promotional strategy					
4	Your organization applies publicity as one of the promotional strategy					
5	The company uses phone communication with the final consumers.					
6	The brewery promotional strategy influences the acceptance of the brewery offerings.					
7	People know the brewery products based on The Brewery promotional strategy.					

Part III: Questions related with market performance

No.	Questions Related With Distribution Strategy	1	2	3	4	5
1	The brewery has enough outlets to sell its Product.					
2	The customers get the actual amount of product on request.					
3	The channel coverage is effective					
4	Transportation system is effective					

NO.	Questions Related With Effect of marketing strategy on market performance	1	2	3	4	5
1	The brewery control mechanism of a large market share gives an increase profit margin of the brewery					
2	The brewery sale is relatively higher compared to other brewery due to strategy.					
3	The brewery market share is relatively higher compared to other brewery due to market strategy.					
4	The brewery helps market strategy retaining of customers					
5	The brewery helps market strategy attracting of customers					
6	The brewery helps market strategy satisfying of customers					
7	The brewery market strategy is successful in retaining customers					
8	The brewery market strategy market strategy is effective in promoting and attracting new customers.					