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AN ASSESSMENT OF STRATEGIC MARKETING PLANNING
THE CASE OF ETHIOPIAN FRUIT AND VEGETABLES
MARKETING SHARE COMPANY (ETFRUIT)

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An assessment of strategic marketing planning
The case of Ethiopian fruit and vegetables
Marketing share company (Etfruit)

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Shaw. (2012).stated that Strategic planning refers to the process of developing and maintains a strategic fit between the organization's goals and capabilities and its changing marketing opportunities. Strategy is the pattern of common thread related to the organization's activities which are derived from its policies, objective and goals. It relates to pursuing the activities which move an organization from its current position to a desired future state. Strategic plan is different from the business plan in that the focus of strategic plan is usually on the entire organization while the focus of business plan is usually on a particular product service or program.

As-per the above literature emphasize about marketing development that Ethiopian Fruit and Vegetables Marketing Share Company (Etfuit) is a state owned company which is under the supervision of Privatization and Public Enterprises Supervising Agency. Etfuit is the major domestic distributor and leading of export of fruits vegetable, cut flowers and processed horticultural products in Ethiopia and abroad. It also imports selected vegetables seeds from Europe and distributes to state farms and commercial farms, as well as farmer's unions in many parts of the country.

Currently, Etfuit owns 20 refrigerated and 15 non-refrigerated trucks for the distribution channels, warehouse and sales outlets. Nowadays the company has three main distribution centers with efficient warehouse and 65 retail shops in Addis Ababa strategically placed to render efficient service. The company also developed distribution centers and branches in major town of the country.

It also rents refrigerated heavy duty truck transport service to importers and exporter. And transport perishable products from ports to customer's warehouses and from warehouses to ports.

Efruit has contributed a lot to the country in foreign currency generation through its export activity of fresh fruits and vegetables to its neighboring countries with the following objective:

- To purchase and grade vegetables flowers including the processed horticultural product;
- To supply various vegetable fruits and processed horticultural products for export and local market;
- Provide efficient uplifting of horticultural product using refrigerated trucks;
- Import and distribute vegetable seeds for producers;
- To engage in any other related activities to attain its purchase.

According to Efruit administration documents, globalization has increased the markets and opportunities for more growth and generating revenue however, increasing diverse markets have a wide variety of needs and expectations that must be properly understood and addressed. Considering this critical and vital issue Efruit has launched structural change through the implementation of Business Process Reengineering (BPR). By taking into consideration that the implemented BPR could help for solving its marketing problems encountered before the launched structural change market development strategy, therefore, comes from the strategic marketing planning of the company to implement this due attention must be given for the critical issue that anticipated sustainable growth of the company but it doesn't still exploit the available demand of those neighboring countries for fruits and vegetables because of various resource and capability constraints.

1.2. Statement of the Problem

According to Kotler and Armstrong (2006) the definition of marketing plan as a task that involves deciding on marketing strategies that will help the company attains its overall strategic objectives. The authors stipulate that a detailed strategic marketing plan contains the following major contents. Executive summary, current marketing situation, threats and opportunities analysis, objectives and issues, marketing strategy, action programs, budgets and controls Managers are required to move

through these essential components, so that their companies are operating in a strategic fit with surrounding environments. However, when it comes to Etfruit's practical case it is possible to note many gaps on its strategic plan. The preliminary observation and preliminary discussion held with the company's senior management by the student researcher reveals that the strategic marketing plan preparation was lacking proper environmental scanning, and SWOT analysis. This can be evidenced the company's current situation where it is experiencing lack of supply in slack season, this means at the slack period citrus product such as orange, mandarin and mango are pushed to the market more than the market required, and also faces distribution capacity constraint during bulk quantity supply seasons, this was require huge logistics to transport and storage as well as distribution to the market, because the strategic marketing plan of the company is weak to give immediate solution to the problem. Thus, these problems trigger the student researcher to conduct this study.

To conclude Etfruit were not participated the customers and employees of the company during the preparation of the strategic marketing plan. The mission, vision and objective of the company were not clearly commentated to the customers and employees of the company. The researcher tries to show the problem in the questionnaire part in chapter three.

1.3. Basic Research Question

To investigate the mentioned research problem, the following research questions were raised.

1. What are the micro and macro environment variables influencing in Etfruit?
2. Does the organization have a well established system of controlling and evaluating of the strategic marketing planning implementation?
3. What are the market development opportunities for Etfruit?
4. To what extent do the company's managers have a strategic planning orientation?
5. How do the company's stakeholders perceive its strategic marketing?

1.4. Significance of the study

The researcher believes that the finding of the study would have the following contribution;

- It shows the weaknesses and strength in the strategic marketing planning process of the company. Thus the company would be benefited in terms of getting important recommendation for its future development.
- This research would also serve as a reference for other researchers who are interested to conduct research in the same or related topics.
- Finally, the researcher himself has also been benefited much because he has gain the knowledge and skill of articulating research problems and devising a systematic approach through which the identified problem can be resolved.

1.5. Objective of the study

This section deals with both the general and specific objective of the study.

1.5.1. The General objective of the Study

The general objective of the study was to examine the overall pictures of Etfruit practice in formulation strategic marketing planning and reach on a given possible recommendation from the answer given by the respondent on chapter three.

1.5.2. Specific Objectives

- To identify the relevant variables (both micro and macro environmental aspects) surrounding the operation of Etfruit.
- To examine the relevance of Etfruits systems of controlling and evaluating its strategic marketing plan implementation.
- To identify the market development opportunities sought for Etfruit.
- To assess the perception of the company's stakeholders about its strategic marketing plan.
- To examine the extent to which the company's managers have adequate level of orientation about strategic planning.

1.6. Scope/Delimitation/ of the Study

The strategic marketing plan of the company that is currently under implementation was launched in 2003 E.C. Thus, this study mainly focuses on the company's practice since 2003 E.C this means at least four years trends were considered in the study. Hence, the scope was limited to assess company's strategic marketing plan.

1.7. Limitation

Due to time and budget constraint the researcher was limited on studying only on one specific company that is Etfruit.

1.8. Research Design and Methodology

1.8.1. Research Design

The research design used in this paper was descriptive method. This method was prepared because it helps to describe the phenomenon reflected by the respondents.

1.8.2. Population, sampling size and sampling technique

The total population therefore, was about 58 members who are randomly selected from different departments of the company, among these the number of managements is 18; from employees in the company who are capable to answer for the question are 25, and the number of whole sales customs is about 15. The researcher was tried to assess the strategic marketing plan of the company due to this capable respondents are selected to get genuine response, and the response were shown in the questionnaire part of the research paper.

The sample size would have 58 members, but only 52(89.65%) of the respondents are return the questionnaires with complete answers to the rest three respondents are return incomplete and Two

are answers was invalid because of incomplete case using census sampling technique and descriptive statistics method was used.

1.8.3. Types of data collection

The researcher was making an optimal use of primary and secondary data. The primary data was collected from the respondent who is selected from Efruit board of directors, top management, middle level management, employees and customers; the reason for selecting so is that these units are assumed to be the relevant stakeholders who are in the position of formulation and implementation of strategic marketing planning of the company. The secondary data was selected from various sales and distribution reports including interim and annual reports of the company.

1.8.4. Method of Data Collection

In this study both survey and interview method was made. The survey method was done using questionnaires with open and closed ended forms. The first type (survey) was addressed to the top and middle management, employees and customers; the second type (interview) was to board of directors and managers; also the third. Moreover, for the different interview sessions were organized a semi structured interview guide was used.

1.8.5. Method of Data Analysis

The method of data analysis was descriptive research method it was used to describe characteristics of a population or phenomenon being studied. The closed ended form of questionnaire was tallied frequency count will be made, and percentage and mean was used to analyze the data. The interview and open ended questionnaire was analyzed in the form of narrations.

1.8.6. Organization of the Research

The research paper was organized in four chapters. The first chapter was explaining about introduction. The introduction part is consists of the background of Efruit, the statement of the problem, the research questions, significance of the study, objective of the study, specific of the study, methodology and scope/limitation of the study. The second chapter was deals with the Review of related literature. The third chapter was about data preparation, analysis and presentation. The last and fourth chapter was deals with summery, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Overview of strategic marketing planning.

According to Chandler (1962) the pattern of thinking in the organizational strategy and marketing literature, on the other hand, provided several clues about why this interface was understudied. Chandler's treatise on strategy and structure, and the stream of research that followed, strategic planning research was largely separated from strategy implementation research. Current marketing literature reflects this assumption of conceptual separateness as well. Although normative and prescriptive models for strategic market planning exist, they largely exclude discussion of implementation related issues. Similarly, although the developments in marketing strategy implementation research are meager, they remain unconnected from the market planning literature.

Lockheed M (2009) states that "the strength of a company is often measured in the kinds of relationships it develops with its customers, employees, suppliers and communities a commitment to strong and dynamic relationships remains an important element of conducting business".

According to Day (1994) strategic marketing researchers have long been interested in determining the performance implications of different approaches to marketing strategy development. For example, research stemming from the market orientation stream has centered on the benefits that firms adopting a market-driven approach to developing strategies obtain.

As Jaworski and Kohli (1993) state researchers in this area have consistently found that those firms that acquire information about the needs and wants of their customers and that respond to this information by developing and implementing strategies that target those needs and wants outperform firms that do otherwise.

As it was stated by Kotler (2008) marketing is the process by which companies create value for customer and build strong customer relationship in order to capture value from customers in return. According to Wheelen and Hungel (2004) strategic planning to provide long direction delineate what kind of enterprise the company is trying to get become and infuse the organization a sense of purposeful action.

Strategic formulation is the development of long range plans for the effective management of environmental opportunities and threats of corporate strengths and weakness. It includes performing situational analysis defining the corporate vision and mission specifying achievable objectives of developing strategic and setting policy guidelines.

As it was seen by Hitt et.al (2005: 105) Strategy making brings into play the critical managerial issue of how to achieve the targeted result in light of the organizations situation and prospects. An effectively formulated strategy might's. Integrates and allocates the firm's resources capabilities and competences so that it will be properly strategy also to achieve them.

Ghemawat (1986) said that. a question of key importance to marketers is. Does strategic marketing represent a separate field of endeavor? Some commentaries on the subject have tended to ratify strategic marketing, variably viewing it as a foundation for marketing practice or unfortunate idea which will die as a fad. This paper argues that the field of marketing has two aspects marketing management and strategic marketing. Marketing management deals with formulation and implementation of marketing programs to support marketing strategy. Strategic marketing focuses explicitly on the quest for long-run competitive and consumer advantage. Organizations in a market economy are concerned with delivering a service or product in the most profitable way. The key to profitability is to achieve a sustainable competitive advantage based on superior performance relative to the competition.

As Stalk et al. (1992) identify Superior performance requires doing three things better than the competition. First, the firm must designate the product/market clearly, based on marketplace

realities and a true understanding of its strengths and weaknesses. Second, it must design a winning business system or structure that enables the company to outperform competitors in producing and delivering the product or service. Third, management must do a better job of managing the overall business system, by managing not only relationships within the corporation, but also critical external relation macroeconomic and sociopolitical systems. As a result, destabilization and fluidity have become the norm in world business. Today there are many, many more strategic alternatives for all types of industries. Firms are constantly coming up with new ways of making products and getting them to market.

Levitt (1983:138) show that strategic planning can be mechanically, and therefore incorrectly, defined as deciding how to allocate resources among the possibilities of what's to be done. This definition is incorrect because it presumes that these possibilities are self-evident. They are not. It is wrong to say that the most important and creatively challenging act of corporate decision making is about choices regarding what's to be done. The most important and challenging work involves thinking up the possibilities from among which choices may have to be made. To select among stipulated possibilities is to make choices of preferences, not decisions about appropriateness. A possibility has to be created before it can be chosen. Therefore, to think up the possibilities from among which choices might be made is to engage in acts of creative imagination.

According to Summer (1997) when marketing strategy objectives fail to materialize, is it because the strategy was unsound or the implementation was ineffective, or both? Findings from a two-stage exploratory study of marketing implementation in smaller industrial organizations suggest that the complex interactions between planning and implementation processes, and planners and implementers, impact eventual marketing effectiveness. Depth interviews with fifty managers most knowledgeable about their firm's marketing implementation processes shed light on the different ways in which the interactions are managed. Findings suggest that promoting closer interactions between market planners and implementers, or assigning the responsibility of both functions to a person or a group improves likelihood of strategic marketing success.

Hambrick and Cannella (1989: 278) indicate the widespread inability to implement strategy may be a sign that accepted approaches to strategy formulation are not as good as many think they are, for a well-conceived strategy is one that is implementable. A tendency to treat formulation and implementation as two separate phases is at the root of many failed strategies.

According to Goodstein et al (1993:263) the single most important objective of every profit seeking organization should be to generate as much profit as possible and increase shareholders value. Thus, the importance for the projection of an organizations future should be, not to change any aspects of the business, pursue no new product development, market penetration, and cost reduction schemes and so on as this is the best way of highlighting gaps within the firm. The added advantage of the computerized modeling is the fact that what if scenarios can be simulated, especially with reference to foreign currency changes experienced in the South African exporters market. The expected outcome of the gap analysis is a strategic plan that has a reasonable probability of success. The purpose of the analysis is to bring the test of the current reality that organizations experience to the dream of tomorrow.

As Kotler (2000:74) was stated any company first considers whether it could gain more market share with its current products in their current markets (market-penetration strategy). Next it considers whether it can find or develop new markets for its current products (market-development strategy). Then it considers whether it cans develop new products of potential interest to its current markets (product-development strategy). Later it will also review opportunities to develop new products for new markets diversification strategy. Looking at product development there are three approaches management can look at new markets whose needs might be met by its current products.

- Identify potential user groups in the current sales areas.
- Seek additional distribution channels,
- Consider selling in new locations in its home country or abroad.

Chang and Huang (2006:258) identifying and evaluating SWOT (strengths weaknesses opportunities and threat) SWOT for strategic gap closing options the SWOT analysis of external opportunities and threats as well as the internal strengths and weaknesses of the enterprises is important for strategy formulation and development. The purpose of the analysis of external opportunities and threats is to evaluate whether an enterprise can seize opportunities and avoid threats when facing an uncontrollable external environment, such as fluctuating prices, political destabilization, social transition, change in the rule of law, etc. The purpose of the analysis of internal strengths and weaknesses is to evaluate how an enterprise carries out its internal work, such as management, work efficiency, research and development, etc. If used correctly, SWOT can provide a good basis for successful strategy formulation.

Pearce and Robinson (1997) indicate that, market opportunities and threats is a big factor in shaping a company's strategy since they not only affect the attractiveness of a company situation, but point out the need for strategic action. Key trends could be one source of opportunities such as over looked market segments, changes in competitive or regulatory circumstances, technological changes, and improved buyer and supplier relationships. The following key impediments to the firm's current or desired future, such as the entrance of new competitors, slow market growth, increased bargaining power of key buyers or suppliers, technological changes, and new or revised regulations, could be presented as threats to a firm. From these examples it can be seen that similarities exist within the variables that make up opportunities and threats. The importance for the analysis of past trends in a firm's sale, costs and profitability is of major importance in the identifying of its strategic internal forces.

According to Steinetal (1993) sales trends should be broken down by product line and the channel of distribution. A detailed investigation of the firm's performance history trends should allow management to isolate the internal factors that influences its sales, cost and profitability. However, there is a direct relationship between the results of the internal trend analysis and the external forces that affect these results. In most cases the economical and political environments are the major influences of internal factors of globalize organizations, as will be seen in sales and

profitability analysis of the business. Theoretically there are several ways to close the gap between the organization's current state and its desired future state.

As it was revealed by Pearce and Robinson (1997) the appropriate strategies will generally either fall into a growth or retrenchment category, depending on the relationship of the current organization and its desired future. The essence to understand what the key opportunities and threats are facing a firm, helps management identify realistic options from which to choose appropriate strategies.

2.2. Strategic marketing Formulation

As Kotler (2008) state marketing is the process by which companies create value for customer and build strong customer relationship in order to capture value from customers in return.

Marketing process discovering unfulfilled customers needs and wants and bring those products/services to the market that satisfies those needs is the crucial issue. This follows is services of sequences and this are stated bellow in a short and brief way.

- Situation analysis is analyzing the internal and external situation strength and weakness internally as well as opportunities and threats externally which entail legal and political, social, technological, economical and ecological factors that impact the company one way or the other.
- Market segmentation dividing the market into subgroup.
- Target marketing selecting the attractive market segment and go for offering to this target only.
- Positioning is able to put company's product in the minds of customers so that customers can use these products continuously being satisfied.
- Growth strategy a company can use the available growth strategies for sustainable growth. These growth strategies namely are market penetration growth strategy, market development, product development and diversification. Growth strategy involves the

attainment of specific growth objectives by increasing the level of the firm's operations and these alternative growth strategies are discussed below.

- Market penetration this strategy goes for increasing sales in the current market just with the current product.
- Diversification this strategy goes for company growth through acquiring or starting up of new businesses outside the company's current product and market as well.
- Market development is a strategy used by companies that identifies and develop new market segments for the current company's products. This will be complemented through assessing local or international markets and enter into that new market so that it will be the opportunity of selling its products.

Linda (2009) said that competitive analysis involves looking at your competition – both direct and indirect. The analysis is designed to help you determine how your organization is doing relative to its competitors, considering a number of factors including: sales and profit figures, price, product attributes, customer service attributes, market position. Competition's strengths and weaknesses to determine how you might position your own products and services to compete most effectively, internal analysis In addition to looking at external environmental factors that impact your organization, you will also want to explore internal factors and gather information relative to your existing products and services, their sales volumes, profitability, customer mix (who buys which products), data on customer complaints and customer perceptions, etc. In addition, it can be helpful to meet with or interview key people within the organization – product line managers, customer service department heads, or others who can provide insights related to product/service demand, customer needs and perceptions. Give adequate time and attention to the situation analysis. The work you do here will provide you with the solid information and background you need to make sound and appropriate.

2.3. SWOT Analysis

It is a structured planning method used to evaluate the SWOT (strengths, weaknesses, opportunities, and threats) involved in a project or in a business venture. A SWOT analysis can be carried out for a product, place, industry or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable Strengths: characteristics of the business or project that give it an advantage over others.

- Weaknesses: characteristics that place the business or project at a disadvantage relative to others. Opportunities: elements that the project could exploit to its advantage.
- Threats: elements in the environment that could cause trouble for the business project an able to achieving that objective.

Identification of SWOTs is important because they can inform later steps in planning to achieve the objective. First, the decision makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable a different objective must be selected and the process repeated. Users of SWOT analysis need to ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) to make the analysis useful and find their competitive advantage.

One way of utilizing SWOT is matching and converting. Matching is used to find competitive advantage by matching the strengths to opportunities. Converting is to apply conversion strategies to convert weaknesses or threats into strengths or opportunities. An example of conversion strategy is to find new markets. If the threats or weaknesses cannot be converted, a company should try to minimize or avoid them.

SWOT analysis aims to identify the key internal and external factors seen s important to achieving an objective. The factors come from within a company's unique value chain SWOT analysis group's key pieces of information into two main categories.

1. Internal factors – the strengths and weaknesses internal to the organization.
2. External factors – the opportunities and threats presented by the environment external to the organization.

Analysis may view the internal factors as strengths or as weaknesses depending upon their effect on the organization's objectives. What may represent strengths with respect to one objective may be weaknesses (distractions, competition) for another objective. The factors may include all of the 4Ps; as well as personnel, finance, manufacturing capabilities. The external factors may include macroeconomic matters, technological change, legislation, and socio cultural changes, as well as changes in the marketplace or in competitive position. The results are often presented in the form of a matrix.

SWOT analysis is just one method of categorization and has its own weaknesses. For example, it may tend to persuade its users to compile lists rather than to think about actual important factors in achieving objectives. It also presents the resulting lists uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats.

It is prudent not to eliminate any candidate SWOT entry too quickly. The importance of individual SWOTs will be revealed by the value of the strategies they generate. A SWOT item that produces valuable strategies is important. A SWOT item that generates no strategies is not important.

Changes in relative performance are continually identified. Projects (or other units of measurements) that could be potential risk or opportunity objects are highlighted. SWOT-

landscape also indicates which underlying strength/weakness factors that have had or likely will have highest influence in the context of value in use. As part of the development of strategies and plans to enable the organization to achieve its objectives that organization will use a systematic/rigorous process.

- **Set objectives** – defining what the organization is going to do.
- **Environmental scanning** Internal appraisals of the organization's SWOT, this needs to include an assessment of the present situation as well as a portfolio of products/services and an analysis of the product/service life cycle.
- **Analysis of existing strategies**, this should determine relevance from the results of an internal/external appraisal. This may include gap analysis which will look at environmental factors.
- **Strategic Issues** defined – key factors in the development of a corporate plan which needs to be addressed by the organization.
- **Develop** new/revised strategies – revised analysis of strategic issues may mean the objectives need to change.
- **Establish** critical success factors – the achievement of objectives and strategy implementation.
- **Preparation** of operational, resource, projects plans for strategy implementation.
- **Monitoring** results – mapping against plans, taking corrective action which may mean amending objectives/strategies. In many competitor analyses, marketers build detailed profiles of each competitor in the market, focusing especially on their relative competitive strengths and weaknesses using SWOT analysis. Marketing managers will examine each competitor's cost structure, sources of profits, resources and competencies, competitive positioning and product differentiation, degree of vertical integration, historical responses to industry developments, and other factors.

Marketing management often finds it necessary to invest in research to collect the data required to perform accurate marketing analysis. Accordingly, management often conducts market research

(alternately marketing research) to obtain this information. Marketers employ a variety of techniques to conduct market research, but some of the more common include.

- Qualitative marketing research, such as focus groups.
- Quantitative marketing research, such as statistical surveys.
- Experimental techniques such as test markets.
- Observational techniques such as ethnographic (on-site) observation.
- Marketing managers may also design and oversee various environmental scanning and competitive intelligence processes to help identify trends and inform the company's marketing analysis (Albert, 2005).

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This research has been conducted to assess the strategic marketing planning of Etfruit. The researcher tried to assess the strategic marketing planning preparation implementation and controlling of the company. The data was collected from boards of directors, top and middle managements, employees and customers of Etfruit through interview and questionnaire. A total of 58 copies of the questionnaire were distributed to subjected respondents out of where 55 of them were collected, resulting in a response rate of 95%. But only 52 were properly filled out and returned. Thus the data presented, analyzed and interpreted in this chapter are based on the response obtained from the 52 respondents.

The interview was also held with 5 respondents and it was analyzed. The analysis of primary data was made based on the information given by the interviewees. The secondary data source was collected from the company documents.

3.1. Background of the respondents.

Table 1: Personal characteristic of the respondents

| No | Variables | Number | Present (%) |
|----|------------------------|--------|-------------|
| 1 | Gender | | |
| | Male | 36 | 69 |
| | Female | 16 | 31 |
| | Total | 52 | 100 |
| 2 | Work experience | | |
| | 1-5 years | 11 | 21 |
| | 6-10 years | 14 | 27 |
| | 11-15 years | 15 | 29 |
| | Above 15 years | 12 | 23 |
| | Total | 52 | 100 |
| 3 | Qualification | | |
| | Certificate | 15 | 29 |
| | Diploma | 13 | 25 |
| | first degree | 23 | 44 |
| | Masters degree | 1 | 2 |
| | Others | 0 | 0 |
| | Total | 52 | 100 |

As it was stated in Table 1; item 1 above the gender composition of the respondents are 36 (69%) were male and. The rest were female.

Regarding the work experiences of the respondents it has been revealed in above Table 1; item 2 that 11 (21%); 14 (27%); 15 (29%); and 12 (23%) of the have had 1-5 years of service; 6-10 years; 11-15 years; and above 15 years of service. This indicates that most of the respondents are well experienced to give their genuine idea about the issue.

Concerning the qualification of respondents Table 1; item 3 above depicts that 23(44%) were first degree holders; 13(25%) were diploma holders; and 15(29%) were certificate holders and only one respondent was found masters degree holder. This implies that majority of the respondents are intellectuals to analyze and state their opinion as to the real situation of strategic marketing plan of the company.

Table 2; Employees and customers evaluation of management capability on the preparation and execution of strategic marketing planning

| No | Item | Very good | | Good | | Fair | | Poor | | Very poor | | Mean value |
|----|---|-----------|-------|------|-------|------|-------|------|-------|-----------|-------|------------|
| | | No | % | No | % | No | % | No | % | No | % | |
| 1 | How do you evaluate a marketing strategic plan preparation practice of Etfruit? | 4 | 10.52 | 7 | 18.42 | 6 | 15.78 | 16 | 42.10 | 5 | 13.15 | 2.71 |
| 2 | How do you evaluate the company's management capability to prepare strategic marketing plan? | 3 | 7.89 | 10 | 26.13 | 11 | 28.94 | 10 | 26.31 | 4 | 10.52 | 2.94 |
| 3 | How do you evaluate the performance and strategic marketing planning of Etfruit for the future development? | 5 | 13.15 | 11 | 28.94 | 9 | 23.68 | 9 | 23.68 | 4 | 10.52 | 3.10 |
| 4 | How do you rate the contribution of strategic marketing planning of Etfruit for the future development? | 4 | 10.52 | 6 | 15.78 | 7 | 18.42 | 13 | 34.21 | 8 | 21.05 | 2.60 |
| 5 | How far does the company device supportive mechanisms to the execution of Etfruit's strategic marketing planning? | 0 | 0 | 9 | 23.68 | 12 | 31.57 | 17 | 44.73 | 0 | 0 | 2.78 |

The mean values obtained in the five above items (case) investigated fall within the range (moderates).

As indicated in item 1 of Table 2 above the respondents were asked to evaluate the practice of Etfruit in terms of its marketing strategic plan preparation. Accordingly 16(42.10%) and 5(13.5%) of them related as poor and very poor respectively. Only 4(10.52%) and 7(18.42%) of them rated as very good and good respectively. The mean value obtained to this end was 2.71. This implies that the respondents concern over the case is moderate, which indicates that considerably numbers of respondents are not satisfied with the strategic marketing plan of the company, so that the company has failed to meet the expectation of many stakeholders.

As indicated in item 2 of Table 2 above the respondents were asked to how they evaluate the company's management capability to prepare strategic marketing plan. Accordingly 10(26.31%) and 4(10.52%) of them related as poor and very poor respectively. Only 10(26.31%) and 3(7.89%) of them rated as very good and good respectively, and the rest 11(28.94) rated fair. The mean value obtained to this end was 2.94. This implies that the respondents concern over the issue is moderate. Though majority of the respondents show positive attitude to management capability, it is not possible to say that it is satisfactory, because significant number of employees are in different opinion.

According to in item 3 of Table 2 above the respondents were asked how they evaluate the performance and strategic marketing planning of Etfruit for the future development. Accordingly 9(23.68%) and 4(10.52%) of them related as poor and very poor respectively, and 5(13.15%) and 9(23.68%) of them rated as very good and good respectively, the rest 11(28.94%) are rate fair. The mean value obtained to this end was 3.10. This implies that the respondents concern over the case is high. So that the future participative the company in this regard will be promising.

According to item 4 of Table 2 above the respondents were asked how far they rate the company in terms of devises supportive mechanisms to the execution of Etfruit's strategic marketing planning. Accordingly 17(44.73%) of them rated as poor and, 9(23.68%) of them rated as good. The rest 12(31.57%) rated fair. The mean value obtained to this end was 2.78. This implies that the respondents concern over the issue is moderate. This means that the supportive mechanism is not such satisfactory due to the fact that significant numbers of the respondents have rated poor and very poor.

Table 3:- Employees and customers attitude towards the existing distribution system, market development, and product assessment effort of the company

| No | Item | Very high | | High | | Medium | | Low | | Very low | | Mean value |
|----|---|-----------|-------|------|-------|--------|-------|-----|-------|----------|-------|------------|
| | | No | % | No | % | No | % | No | % | No | % | |
| 1 | To what extent are you satisfied with the existing distribution strategy of the company? | 0 | 0 | 4 | 10.52 | 17 | 44.73 | 15 | 39.47 | 2 | 5.26 | 2.6 |
| 2 | Do you believe that Etfruit have assessed all the market of horticultural product as it is the biggest distributor horticultural product? | 2 | 5.26 | 7 | 18.42 | 12 | 31.57 | 13 | 34.21 | 4 | 10.52 | 2.73 |
| 3 | How you rate your level of knowledge about the practice of Etfruit in preparation of strategic marketing plan in Etfruit? | 1 | 2.63 | 7 | 18.42 | 9 | 23.68 | 18 | 47.36 | 3 | 7.89 | 2.6 |
| 4 | As compared with other competitive distributors how do you rate the effectiveness of distribution system of Etfruit? | 3 | 7.89 | 5 | 13.12 | 13 | 34.21 | 10 | 26.31 | 7 | 18.42 | 2.65 |
| 5 | How do you rate the component level of management bodies of Etfruit to effectively important the strategic marketing plan? | 1 | 2.63 | 7 | 18.42 | 7 | 18.42 | 20 | 52.63 | 3 | 7.89 | 2.55 |
| 6 | How do you rate the strength of Etfruit marketing development strategy? | 4 | 10.52 | 7 | 18.42 | 8 | 21.05 | 15 | 39.47 | 4 | 10.52 | 2.78 |
| 7 | According to your rating what is the level of stakeholders, involvement in the company's strategic plan formulation? | 2 | 2.56 | 5 | 13.15 | 6 | 15.78 | 18 | 47.36 | 7 | 18.42 | 2.39 |

As indicated in item 1 of Table 3 above the respondents were asked to explain to what extent they are satisfied with the existing distribution strategy of the company. Accordingly 15(39.47%) and 2(5.26%) of them related as low and very low respectively, only 4(10.52%) of them rated as high and 17(44.73%) of them rated as medium. The mean value obtained to this end was 2.60. This implies that the respondents concern over the case is moderate. Hence the mean value indicates that there is a distribution strategy gap because significant numbers of the respondents have replied low and very low.

As indicated in item 2 of Table 3 above the respondents were asked if they believe that Etfruit have assessed all the market of horticultural product as it is the biggest distributor horticultural product. Accordingly 13(34.21%) and 4(10.52%) of them related as low and very low respectively, only 2(5.26%) and 7 (18.42%) of them rated as very high and high respectively, the rest 12(31.57%) are rate medium. The mean value obtained to this end was 2.73. This implies. This implies that the respondents concern over the issue is moderate. This also implies the same case like above interpretation.

As indicated in item 3 of Table 3 above the respondents were asked how they rate their level of knowledge about the practice of Etfruit in preparation of strategic marketing plan in Etfruit. Accordingly 18(47.34%) and 3(7.89%) of them related as low and very low respectively, only 1(2.63%) and 7 (18.42%) of them rated as very high and high respectively, the rest 9(23.68%) are rate medium. The mean value obtained to this end was 2.60. This implies that the respondents concern over the case is moderate, which indicates that there is a strategic gap.

As shown in item 4 of Table 3 above the respondents were asked as compared with other competitive distributors how they rate the effectiveness of distribution system of Etfruit. Accordingly 10(26.31%) and 7(18.42%) of them related as low and very low respectively, only 3(7.89%) and 5 (13.12%) of them rated as very high and high respectively, the rest 13(34.21%) are rate medium. The mean value obtained to this end was 2.65. This implies that the respondents concern over the case is moderate, which shows that Etfruit doesn't have competitive advantage as such, because it shows that there is a strategy gap to be more competent.

As indicated in item 6 of Table 3 above the respondents were asked how they rate the strength of Etfruit marketing development strategy. Accordingly 15(39.47%) and 4(10.52%) of them related as low and very low respectively, only 4(10.52%) and 7(18.42%) of them rated as very high and high respectively, the rest 8(21.05%) are rate medium. The mean value obtained to this end was 2.78. This implies that the respondents concern over the case is moderate. Though it is not possible to say that Etfruit's marketing development strategy is strong, because significant portion of the respondents responded very low and this shows that there is strategic gap in the company.

As it was shown in item 7 of Table 3 above the respondents was asked According to your rating what is the level of stakeholders, involvement in the company's strategic plan formulation. Accordingly 18(47.36%) and 7(18.42%) of them related as low and very low respectively, only 2(2.56%) and 5(13.15%) of them rated as very high and high respectively, the rest 6(15.78%) are rate medium. The mean value obtained to this end was 2.39. This implies that the stakeholder's involvement is minimal, because respondents who answered positively are below average and this shows that there is a strategic gap.

Table 4: Employees and customers' response on product Variety and capacity utilization taking

| No | Item | Yes | | NO | |
|----|--|-----|-------|----|-------|
| 1 | Does Efruit supplying the required variety of fruits and vegetables to the market throughout the season? | 16 | 42.1 | 22 | 57.89 |
| 2 | Do you believe that Efruit has been currently operating with its full capacity? | 5 | 13.15 | 33 | 86.84 |

As indicated in item 1 of Table 4 above the respondents were asked whether Efruit is supplying the required variety of fruits and vegetables to the market throughout the season. Accordingly 16(42.10%) and 22(57.89%) of them said no and the rest replied yes respectively. This implies that the majority of respondents' replied that Efruit couldn't supply variety of horticultural products. Hence the company has failed to supply the required variety in each season to the market.

Similarly indicated in item2 of Table 4 above the respondents was whether the feel that Efruit has been currently operating with its full capacity. Accordingly 5(13.15%) and 33(86.84%) of them related as no and yes respectively .This shows that Efruit is operating under capacity, which justifies inefficiency.

Table 5:-Top and middle management response on need assessment, stakeholders satisfaction, and level of risk taking

| No | Item | Strongly agree | | Agree | | Neutral | | Disagree | | Strongly disagree | | Mean value |
|----|---|----------------|-------|-------|-------|---------|-------|----------|-------|-------------------|-------|------------|
| | | No | % | No | % | No | % | No | % | No | % | |
| 1 | The company meets with stakeholders to find out what they will need in the future. | 1 | 7.14 | 3 | 21.43 | 2 | 14.29 | 6 | 42.86 | 2 | 14.29 | 2.64 |
| 2 | The company continually monitors the stakeholders related actions of the main competitors | 1 | 7.14 | 2 | 14.29 | 1 | 7.14 | 7 | 50 | 3 | 21.43 | 2.35 |
| 3 | The company does a lot of benchmarking on its and stakeholders and their relationships with the main competitors | 0 | 0.00 | 2 | 14.29 | 2 | 14.29 | 8 | 57.14 | 2 | 14.29 | 2.28 |
| 4 | Employees of the company often spend time discussing about stakeholders' future needs with other units | 1 | 7.14 | 1 | 7.14 | 3 | 21.43 | 6 | 42.86 | 3 | 21.43 | 2.35 |
| 5 | The company is fast enough in alert the stakeholders about any changes in its operation | 1 | 7.14 | 3 | 21.43 | 2 | 14.29 | 4 | 28.57 | 4 | 28.57 | 2.5 |
| 6 | The company disseminates data on stakeholders level of satisfaction to its relevant units | 2 | 14.29 | 2 | 14.29 | 6 | 42.86 | 4 | 28.57 | 0 | 0.00 | 3.14 |
| 7 | The company often entertains stakeholders complaints in any respects | 1 | 7.14 | 1 | 7.14 | 0 | 0.00 | 9 | 64.29 | 3 | 21.43 | 2.1 |
| 8 | The management often dare to take risks to innovate new strategies and system required to satisfy its stakeholders need | 2 | 14.29 | 2 | 14.29 | 0 | 0.00 | 6 | 42.86 | 1 | 7.14 | 2.42 |
| 9 | In sufficient participation of stakeholders in the preparing strategic planning of the company | 2 | 14.29 | 0 | 0.00 | 2 | 14.29 | 8 | 57.14 | 2 | 14.29 | 2.42 |
| 10 | The stakeholders often think the strategic marketing plan of the company is solving their problem | 1 | 7.14 | 2 | 14.29 | 0 | 0.00 | 6 | 42.86 | 4 | 28.57 | 2.07 |
| 11 | The company have an habit of discussing strategic marketing planning with stakeholders | 1 | 7.14 | 1 | 7.14 | 2 | 14.29 | 6 | 42.86 | 4 | 28.57 | 2.21 |

As indicated in item 1 of Table 5 above the respondents were asked how the company meets with stakeholders to find out what they will need in the future. Accordingly 6(39.47%) and 2(14.29%) of them related as disagree and strongly disagree respectively, only 1(7.14%) and 3(21.43%) of them rated as strongly agree and agree respectively. The mean value obtained to this end was 2.64. This implies that the respondents concern over the issue is moderate. However, since stakeholder's role is critically important in the strategic marketing plan formulation, we can say that the company is not doing well in this area because almost only half of the respondents have shown positive attitude towards this issue. So that it is not satisfactory.

As it was shown in item 2 of Table 5 above the respondents was asked if the company continually monitors the stakeholder's related actions of the main competitors. Accordingly 7(50%) and 3(21.43%) of them related as disagree and strongly disagree respectively, and 1(7.14%) and 2(14.29%) of them rated as strongly agree and disagree respectively, the rest 1(7.14%) are rate neutral. The mean value obtained to this end was 2.35. This implies that the respondents concern over the issue is low. Hence the company has failed to monitor the stakeholder's action.

As indicated in item 3 of Table 5 above the respondents were asked the company does a lot of benchmarking on its and stakeholders and their relationships with the main competitor. Accordingly 8(57.14%) and 2(14.29%) of them related as disagree and strongly disagree respectively, only 2(14.29%) of them rated as agree the rest 2(14.29) are rate neutral. The mean value obtained to this end was 2.28. This implies that the respondents concern over the issue is low. Which means that there is a big strategic gap, in here, because the company has failed to bench mark good experiences, and also post in stakeholder's relationship?

As indicated in item 5 of Table 5 above the respondents were asked employees of the company often spend time discussing about stakeholders' future needs with other unit. Accordingly 6(42.86%) and 3(21.43%) of them related as disagree and strongly disagree respectively, only 1(7.14%) and 1(7.14%) of them rated as strongly agree and agree, the rest 3(21.43%) of them rated as neutral. The mean value obtained to this end was 2.35. This implies that the respondents concern over the issue is low. Here also employees have support the idea that there is a strategic gap in need assessment, so that it shows that there is a critical problem in this regard.

As it was shown in item 6 of Table 5 above the respondents was asked the company disseminates data on stakeholder's level of satisfaction to its relevant units. Accordingly 4(28.57%) of them related as disagree, only 2(14.29%) and 2(14.29%) of them rated as strongly agree and agree, the rest 6(42.86%) of them rated as neutral. The mean value obtained to this end was 3.14. This implies that the respondents concern over the issue is high. In here there are 42.86% of the respondents gave no idea, which is the significant number of respondents, while 28.7% respondents are rated disagree.

As indicated in item 7 of Table 5 above the respondents were asked the company often entertains stakeholder's complaints in any. Accordingly 9(64.29%) and 3(21.43%) of them related as disagree and strongly disagree respectively, only 1(7.14%) and 1(7.14%) of them rated as strongly agree and agree. The mean value obtained to this end was 2.10. This implies that the respondents concern over the issue is low. Hence, this indicates that the company is weak enough to entertain stakeholders' complain. Since standing neutral doesn't show an agreement, we cannot say that Efruit is well doing, because only 7.14% agreed and the others 7.14% is strongly disagree which is together counts 14,28% only and this is even by half less than those who disagree, Therefore we can say that these is a big frailer in this area.

As indicated in item 8 of Table 5 above the respondents were asked the management often dares to take risks to innovate new strategies and system required to satisfy its stakeholders need. Accordingly 6(42.86%) and 1(7.14%) of them related as disagree and strongly disagree respectively, only 2(14.29%) and 2(14.29%) of them rated as strongly agree and agree. The mean value obtained to this end was.2.42. This implies that the respondents concern over the issue is low. Hence this shows that the company doesn't take risk to satisfy customers through innovation.

As it was shown in item 9 of Table 5 above the respondents were asked the in sufficient participation of stakeholders in the preparing strategic planning of the company. Accordingly 8(57.14%) and 2(14.29%) of them related as disagree and strongly disagree respectively, only 2(14.29%) and 2(14.29%) of them rated as strongly agree and neutral. The mean value obtained to this end was.2.42. This implies that the respondents concern over the issue is low. This is also a critical problem that shows the strategic gap for the company.

As indicated in item 10 of Table 5 above the respondents were asked the stakeholders often think the strategic marketing plan of the company is solving their problem. Accordingly 6(42.86%) and 4(28.57%) of them related as disagree and strongly disagree respectively, only 1(7.14%) and 2(14.29%) of them rated as strongly agree and agree. The mean value obtained to this end was.2.07. This implies that the respondents concern over the issue is low. So that, stakeholders' perceive that the strategic marketing plan Of the company is not solve the problem.

As indicated in item 11 of Table 5 above the respondents were asked the company has a habit of discussing strategic marketing planning with stakeholders. Accordingly 6(42.86%) and 4(28.57%) of them related as disagree and strongly disagree respectively, only 1(7.14%) and 1(7.14%) of them rated as strongly agree and agree the rest 2(14.29%) of them rated as neutral. The mean value obtained to this end was.2.21. This implies that the respondents concern over the issue is low. This also is a frailer, because the company doesn't have the habit of continues discussion with stakeholders 'that could help in solving problems timely.

The opinion obtained from the interview has justified that there is a strategic gap in Efruit, because; there is no environmental scanning experience, so that the strategic marketing planning activity lacks proper SWOT (strength weakness opportunity threat) analysis.

The properly designed strategic marketing planning is not also effectively implemented due to lack of inadequate fund and incapability of the management team. The company couldn't supply Varsity of products as per customers need. In addition to this; the interviewee witnessed that the company doesn't have proper budget allocation and control system which entails an increase in cost that results high selling price.

The macro and micro environment has significant impact on operation. The economic, political, social, technology and other internal factors affects the operational activities of the company.

The sky rocketed of inputs obliges the company to increase selling price which in turn affects customers buying capacity. Opinions obtained from the interviewee, therefore; support the results obtained from the questionnaire.

As to the interviewee are responding company is expected to fulfill its objective and target as per the operational and financial goals cascaded from the five years growth, and transformation plan of the country. So that we hope the company will be transformed from the traditional way to modern way of horticultural marketing through using qualified man power, as well as modern technology and warehouse and other infrastructures.

The major problems of the company which hinders itself in fulfilling its objectives and these are lack of adequate finance to modernize its infrastructures, and it lacks qualified personnel at every position and management capability is also under question.

- Different strategy formulated before couldn't be realized due to lade of adequate fund and lack of implementing capacity of management.
- Proper budget allocation and control system is not available. That is why a huge quantity of product valued for a large amount of money is deposited every time being pursued.
- The marketing plan is poor enough because it doesn't incorporate supply chain management analysis and other techniques. .

As the interviewees response for the interview questions, proper environment scanning is not under practice and also employee's participation and other stakeholder's participation is not practical while preparing strategic plan of the company. The interviewees have said that lack of qualified personnel and management team capability is under question to implement even the formulated strategic marketing plan. The available infrastructure is not modernized so that the market strategy should consider this enables for the success of the strategy.

CHAPTER FOUR

SUMMERY, CONCLUSION, AND RECOMMENDATION

4.1 SUMMARY OF FINDINGS

The study entailed to assess the strategic marketing plan of Efruit and tried to show the strategic marketing plan of the company. A questionnaire was distributed to the selected top and meddle level management and employees of the company as well. Questionnaire was also distributed to loyal customers of the company those I know them because I am working in the company for about three decades, and it was collected accordingly from them. Moreover, interview was made with selected top management and board members of the company. Secondary data was also collected from different documents and monthly, quarterly as well as annual reports of the company were assessed. Based on the analysis of the following majority findings were found out from the study. For the question in item 1 of Table 2 above majority of the respondents that counts for 55.25% of total respondents gave their opinion by saying that the strategic marketing plan was poor and very poor. Even though the mean value is 2, 71, majority of the respondents that is 55.25% are denying the statement, therefore it shows that a strategy gap.

According to the item5, on the same Table the minority respondents 23.68% of the respondents answered good, while the rest respondent 44.73% fall on poor and 31.57% were answered fair. Hence, this is also indicating that similar strategic gap as the previous one on above.

As indicated in item 2 of Table 2 from the respondents only 7.89% of the respondents answered very good and 26.13% of the respondents were answered good and these together counts 34.02% which is only one-third of the total respondents. Hence it is indicates that management is incapable enough in the preparation of strategic marketing plan formation.

As it was indicated in item1, on Table 3 they respond very high that is zero percent and only 10.52% of the total respondents answered high this indicates that Efruit is poor in its distribution system. Again on the same Table in item 4 the response was 7.89% and 13.12% answered very high and high respectively. These together are only 21.01% of the total respondents. That shows the company does not have effective distribution system.

On Table 4 item 1 the majority of the respondents 57.89% of the responded no. It implies that the company does not supply variety of fruits and vegetable to the market throughout the season.

On the same Table item 2 the majority of the respondents which is rating 86.84% of them are responded. This is also indicating that the company has not yet operating in its full capacity.

The interviewees also given their opinion by saying that management is not capable in formulating effective strategic marketing plan and even it couldn't properly execute the formulated weak strategy itself and this emanates from lack of skill and adequate knowledge to scan the external and internal environment. Stakeholders also evaluated Efruit's strategic marketing plan as poor compared to competitors and they have said that management is non participative,

In light of this the researcher concludes that the strategic marketing plan of Efruit is not participative, and also is not guided by knowledge and skill, also it lacks proper environmental scanning. Hence the marketing strategic planning is not effective in general.

4.2 CONCLUSION

Based on the findings obtained from the analysis the following conclusion has been drawn: The interviewees were rated that, Etfruit has failed to scan the external and internal environment and formulate proper strategic marketing plan. This failure couldn't allow the company to utilize the available market opportunities thereby ensure its survival and sustainable growth.

The respondents in the questioner part also respond that Etfruit is not capable of utilizing the available market opportunity due to its weakness to work on product and market development activities.

The company could not be able to supply the products to the market for the unsatisfied customers need for variety of products, and also Etfruit did not work on value adding activity by processing fresh fruits and vegetables in the processing plant which is highly demanded in the local and export market. This is justified by respondents response they says that the strategic marketing plan of the company is not competent.

4.3 RECOMMENDATION

The researcher identified and addressed the following issues that Etfruit should improve.

- Full participation of stakeholders in the process of strategic marketing plan is critically important. Therefore Etfruit's management needs to work in this area.
- Top and middle managements team need to put an effort in enhancing its own knowledge and skill of strategic marketing plan formulation, execution and evolution.
- Etfruit has to scan the environment continuously, so that it can cope up with the changing environment there by satisfy customer's needs accordingly.
- Full assessment of the available horticultural products in the country is crucial impotent, because, this will help the company to know which area or region, in what season, what types of Varieties of product is available.
- Etfruit has to study and develop effective distribution system through identifying the proper marketing channel and more over has to dedicatedly work on supply chain management system.
- In addition, upcoming researchers can do similar research towards success and failure factors of strategic marketing plan in any other company's or same company.
- Management need to enhance stakeholders' awareness about the strategic marketing plan of the company, so that they can perceive positively to contribute to its success.

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APPENDICES

5. How do you evaluate a marketing strategic plan preparation practice of Etfruit?
 Very good Good Fair Poor Very poor
6. According to your rating what is the level of stakeholders' involvement in the company's strategic plan formulation?
 Very high High Medium Low Very low
7. To what extent are you satisfied with the existing distribution strategy of the company?
 Very high High Medium Low Very low
8. Does Etfruit supplying the required variety of fruits and vegetables to the market throughout the season? Yes No
9. As composed with other competitive distributors, how do you rate the effectiveness of distribution system of Etfruit?
 Very high High Medium Low Very low
10. How do you evaluate the company's management capability to prepare strategic marketing plan? Very good Good Weak very weak
11. How do you rate the contribution of strategic marketing planning of Etfruit for the future development?
 Very good Good Weak very weak
12. How do you evaluate the performance and strategic marketing plan of Etfruit for the future development?
 Very good Good Fair Poor Very poor
13. How do you rate the component level of management bodies of Etfruit to effectively important the strategic marketing plan?
 Very high High Medium Low Very low
14. Do you believe that Etfruit has been currently operating with its full capacity?
 Yes No
15. How do you rate the strength of Etfruit marketing development strategy?
 Very high High Medium Low Very low
16. How far does the company device supportive mechanisms to the execution of Etfruit's strategic marketing planning? Very good Good Fair Poor Very poor
17. What is your opinion on the preparation of Etfruit's strategic marketing planning?

APPENDIX “B”

ST. MARY’S UNIVERSITY

FACULTY OF BUSINESS

DEPARTMENT OF MARKETING MANAGEMENT

Interview question for Efruit management

1. What do you see in the mission of Efruit?
2. What are the important customers that Efruit serves to day? What about potential customers?
3. What are Efruits key products? What do you think are the unique features of those products?
4. What do you think Efruit should look in the next five years? How is that different from its current state?
5. What resources do you think your company needs to make this future state happen?
6. What do you see as the major obstacles to successful strategic marketing planning for Efruit?
7. What present programs or product groups should Efruit abandon?
8. What new and different programs, markets and technologies Efruit should consider?
9. What are general trends affecting Efruit current operation?
10. Who are your real competitors?
11. How do you see the potential competitions in this business?
12. How do you think can you put this company in strategic positions against the competitors in this competitive system?

APPENDIX “C”
ST. MARY’S UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MARKETING MANAGEMENT

Interview question for Etfruit board of directors

1. How does the company conduct SWOT/ situation analysis (industry, market, completion, internal opportunities and threat)?
2. Does the company formulate quantifiable (measurable) objectives (goals)? If so how will be the profit, customer size, market share and market growth etc will be quantified?
3. What are the company’s strategic/tactics to meet the objectives/ goals?
4. How far the company makes clear about responsibilities/ accountabilities/required for completing the tactics on the side of the stakeholders, especially employees?
5. How do you ensure the effective interaction and collaboration of planners and implementation?
6. How do you express the adequacy and relevance of the budget allocated by Etfruit to execute its strategic plan?
7. What does the ongoing monitoring and adjustment practice of the company looks like?
8. How do you assess the success or failure in marketing plan?
9. What do you think are the major factors affecting the strategic marketing plan implementation at the company?
10. What are the micro and macro environment variables influencing the operation of Etfruit?
11. Does the organization have a well established system of controlling and evaluating of the strategic marketing planning implementation?
12. What are the market development opportunities for Etfruit?
13. To what extent do the company’s managers have a strategic planning orientation?
14. How do the company’s stakeholders perceive its strategic marketing?

APPENDIX “D”
ST. MARY’S UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MARKETING MANAGEMENT

Questionnaire respond by Etfruit top and middle management

Dear respondent this questionnaire is designed for preparation of a partial fulfillment of the requirement degree in marketing management of senior research under the topic of an assessment of strategic marketing planning the case of Ethiopian fruit and vegetable marketing share company (Etfruit). Each of your answer will have a great value for the preparation of the research paper. Please spare a few minutes in responding to the forwarded questions below. I want to assure you that your confidentiality of your response will be handled strictly confidential.

General directions

- You don't need to write your name or any identifying remark
- Please put (✓) in front of the option given
- Give your answers to open ended items in the blank space below.

Thank you in advance for your cooperation.

The following table entail to assess customers perceptions of strategic planning of Etfruit reflect your level of experience

| No | Item | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean value |
|----|---|----------------|-------|---------|----------|-------------------|------------|
| 1 | The company meets with the customers to find out what they will need in the future | | | | | | |
| 2 | The company is fast enough in defecting changes in the tests of the customers | | | | | | |
| 3 | The company continually monitors the customer's related action of the main competitors | | | | | | |
| 4 | The company does a lot of benchmarking on its and customers and their relationships with the main competitors | | | | | | |
| 5 | Employees of the company often spend time discussing about customers future needs with other units? | | | | | | |
| 6 | The company is fast enough in alerting the customers about any changes in its operation | | | | | | |
| 7 | The company disseminates data on customers' level of satisfaction to its relevant units | | | | | | |
| 8 | The company often entertains customers' complaints in any respects | | | | | | |
| 9 | The management often dares to take risks to innovate new strategies and system required to satisfy its customers need | | | | | | |
| 10 | The customers' level of participation in the preparing strategic planning of the company is insufficient | | | | | | |
| 11 | The customers often think the strategic marketing plan of the company gears towards solving their problem | | | | | | |
| 12 | The company has a habit of discussing strategic marketing planning with customers | | | | | | |

If you have additional comment about the strategic marketing plan of Etfruit, please write them here-----

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STATEMENT OF DECLARATION

I the undersigned declared that this research paper is my original work prepared under the guidance of my advisor Mr. Terefe Feyera. All sources of materials are used under the manuscript have been accordingly acknowledged.

Name Melesse Kebede

Signature

Place of submission St. Mary's University main campus

Date of submission JUNE/2014

SUBMISSION APPROVAL SHEET

This senior research paper has been submitted to the Department of marketing management in partial fulfillment for the requirements of BA degree in marketing management with my approval as an advisor.

Name

Signature

Date of submission.....