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SCHOOL OF GRADUATE STUDIES**

DEPARTMENT OF MARKETING MANAGEMENT

**THE EFFECT OF MARKETING INTELLIGENCE
ON SALES PERFORMANCE OF PRIVATE BANKS
IN ADDIS ABABA**

BY SEMHA MOHAMMED

**ADDIS ABABA, ETHIOPIA
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PRIVATE BANKS IN ADDIS ABABA**

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APPROVAL SHEET

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DECLARATION

I, the undersigned, declare that this thesis “**THE EFFECT OF MARKETING INTELLIGENCE ON SALES PERFORMANCE OF PRIVATE BANKS IN ADDIS ABABA**” is my original work, prepared under the guidance of Getie Andualem (Ph.D.). All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution to earn any degree.

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St, Mary’s University, Addis Ababa

Signature

June 2022

ENDORSEMENT

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

Advisor

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June 2022

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ABBREVIATION AND ACRONYMS

ANOVA	Analysis of Variance
ATM	Automated Teller Machines
COOP	Cooperative Bank of Oromia
ICT	Information Communications Technology
MKIS	Marketing Information System
MRS	Management Reporting System
NBE	National Bank of Ethiopia
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
TAM	Technology Acceptance Model
UNDP	United Nations Development Program

ABSTRACT

This study aimed to investigate the effect of marketing intelligence on sales performance of selected private commercial banks in Addis Ababa. A quantitative research approach along with explanatory research design was applied. Branch managers of Awash, Abyssinia, NIB, Dashen, and Cooperative Bank of Oromia banks in Addis Ababa were taken as a study population. A sample of 258 respondents was selected by applying the convenience non-probability sampling technique. The primary data were collected from the targeted respondents through a self-administered questionnaire, of which a total of 228 valid usable data were used for analysis. SPSS 21.0 application software was used for processing quantitative data and analyzed using both descriptive and inferential statistics. Based on the analysis, the results of the findings revealed that marketing intelligence had a positive and statistically significant relationship with sales performance. Among the five dimensions of marketing intelligence, product modification had relatively the highest effect on sales performance followed by competitor business processes and marketing information review. Whereas, process modification and strategic competitor analysis showed the least effect on the sales performance of the private commercial banks in Addis Ababa. It can be concluded that marketing intelligence dimensions are good predictors of sales performance in private commercial banks in Addis Ababa. Therefore, the commitment of managers is required to demonstrate the marketing intelligence acquired from both internal and external sources into practice. In doing so, private banks may enhance their sales performance to a better level.

Keywords: Marketing Intelligence, Product Modification, Strategic Competitor Analysis, Business Process Modification, Commercial Bank.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The ever-escalating stiff competition in the financial industry imposes pressure on companies to develop models to continuously scan for information as an ultimate way to develop a competitive edge over rivals. Companies take advantage of advanced information technology in achieving their corporate and business strategic goals (Grout, 2015). Most companies are turning to marketing intelligence to manage business processes and acquire a competitive advantage. In this setting, the presence of a strong marketing intelligence model has become a critical competitive advantage, resulting in increased market share through improved sales performance. In developed countries, the existing marketing intelligence model appears to have worked effectively. But it fails to function well in the service sector of developing countries (Amini, 2016).

Marketing is increasingly evolving into a challenge in which information emerges winning as a tool in the battle for a competitive advantage. Hence, marketing information systems have become an important component of successful marketing. These tools are intended to assist with marketing processes such as marketing intelligence, planning, budgeting, and control (Queiroz, 2014). According to Alafeef (2015) marketing information system is a computerized system that is designed to provide an organized flow of information to enable and support the marketing activities of an organization. It serves collaborative, analytical and operational needs of the firm and is designed to be comprehensive and flexible in nature and to integrate with each other (Armstrong, 2013).

Failure to adequately use technology in managerial decision making in a timely manner may result in substantial loss of market share (Keller, 2013). According to an international monetary fund investigation on the economic crisis of northern America in 2012, central and commercial banks did not plan and allocate the resources using the available Marketing Information System (MKIS) adequately to ensure decisive response actions. It was also acknowledged that many financial management procedures and plans generated by the information systems for marketing crisis

management were improperly implemented. Despite the shortcomings, it has gained much attention globally for their applications in resource allocation and are increasingly being utilized throughout the marketing management cycle as a tool to support decision making. Marketing intelligence tools have been recognized as a key support tool for marketing management (Mileti, 1999).

The reporting capabilities of these systems have almost become synonymous with policy makers, financial managers and the concerned stake- and share-holders. Hosseini (2017) defines marketing intelligence as the coherent collection and synthesization of the information required for an organization to execute finances successfully. An information system usually adopts typically one or more software applications and a methodological process for collecting and using financial information to help plan, execute and close project management goals.

Armstrong (2013) theorizes therefore that most of the emergent financial institutions, commercial banks in particular, are marketing intensive and that the widespread use of marketing intelligence in these institutions demands an approach that can efficiently manage the temporary endeavours which are critical to the banks' strategic objectives. In the 2010s, the use of automated data processing and later new techniques were developed to influence better investment implementation (Central Bank of America report, 2014). The concept of management of marketing projects clearly points to the requirement of marketing intelligence as a candid tool and its uptake by banks would certainly determine the level of success of these financial organizations.

Under Sub-Saharan countries, majorities in the horn of the African region are categorized under low human development by the United Nations Development Program (UNDP, 2013). Although globally Kenya is best ranked, 145 out of 186 countries of which data is available, financial instability will still erode the development gains. The region is prone to both political and social interference hence important considerations should be made on the preparedness of their financial institutions in utilization of technologies like marketing intelligence in managing and sustaining financial unsustainability during the pre- and post- occurrence of economic ups and downs. Of importance is customer switching over due to lack of understanding what they demand makes up to 72% of banks market share loss experienced in the region (Chatora, 2015). Managerial response to these situations in the region often becomes desperate due to the inadequate state of marketing

resources coupled with poor planning due to inadequate and uncoordinated information flow (Askoul and Lalitha, 2016).

In the Ethiopian context, with the rapidly increasing economic developments, organizations are confronted with numerous challenges. For private commercial banks in particular, many have witnessed challenging times as technology keeps advancing from time to time (Abiy, 2019). Furthermore, many banks have adopted different technologies including Automated Teller Machines (ATM), plastic cards, mobile banking, internet banking among others to leverage on the advancements in information communications technology. However, this has also brought about a number of challenges that served to reduce the gains made from information technology adoption.

With the promulgation of the privatization policy in 1992, a dozen of private banks came into picture. Every private bank has strived for taking maximum possible market share which had been monopolized by the governmental owned commercial bank of Ethiopia (Ermias, 2014). Acquiring better market share in the financial industry of the country needs an established marketing intelligence system to respond to customer demands mainly related to banking service. Private Banks in Addis Ababa, the only metropolis in Ethiopia, hosting the highest number of private banks according to National Bank of Ethiopia (2020) formed this survey's target population.

1.2 Statement of the Problem

In the Ethiopian service sector's context, after liberalization of financial institutions, emerging private commercial banks have witnessed increased competition and social-economic complexities in the banking industry (Ermias, 2014). The competition imposes intense pressure on bank managers to align their marketing strategies with technological advancement and changing needs of the customers. Nowadays commercial banks are facing constant changes in the sales market. Failure in responding to the changes happening so fast and if banks do not prepare to take proactive measures to mitigate the adverse effects, their sustainability will be at risk (Porter and Armstrong, 2015). In this competitive environment, the need for an effective marketing intelligence system is essential not only for marketing executives but for all managers at all levels and staffs (Kenneth and Evans, 2013).

The Ethiopian banking industry is one of the service sectors in which marketing information systems are frequently used to assist managers in anticipating changes in marketplaces. According to Mesfine (2018), the industry is characterized by aggressively utilizing information and communication technologies and investing a chunk of their budget on marketing information system to enhance their profitability and market-share at large. For instance, many banks have adopted different technologies including Automated Teller Machines (ATM), mobile banking, internet banking among others to leverage on the advancements in Information Communications Technology (ICT). However, while banks invest large amounts of capital in information technology and relevant software, business intelligence is not addressed by these systems as a matter of course. This might indicate that banks focus on the presence of technology as a solution to all information problems, which it clearly is not.

According to Gashall (2017), banking industries in developing economies, most private commercial banks rely on marketing research and decision support systems over marketing intelligence to enhance their sales and organizational performance. In support of such tendencies, Zelalem (2018) also argues that Ethiopian private commercial banks have a tendency to mix up business intelligence (a continuous assessment) and marketing research (periodic assessment). Despite the adoption of marketing information system technologies to support managerial decisions, marketing intelligence as a component of marketing information systems has been given less emphasis regarding its effective adoption to promote the sales performance of the banking industry.

Previous studies revealed that there is a positive and significant relationship between marketing intelligence and sales performance. Kenneth (2013), in his study, sought to investigate the extent to which marketing information systems affect the sales performance of insurance companies in the USA. It included number of customers, variety of products and rate of delivery as sales performance indicators. The results failed to consider the importance of sales volume, sales target and growth rate as a manifestation of sales performance (Morgan, Clark and Gooner, 2012).

Ismael (2015) who investigated the factors affecting marketing information system effectiveness in the context of Jordanian Islamic banking industry. The results showed that both company (product and process modification) and competitor (strategic analysis and business process)

significantly explained the performance of commercial banks. However, it fails to incorporate continuously reviews of pertinent marketing information arising from their market analysis (Lalitha, 2016). The research by Mugwe and Ogwoka (2013) applied chi-square and logit model in data analysis. Furthermore, correlation analysis and multiple linear regressions established the relationship between marketing information system and sales performance.

In Ethiopian context, Getahun (2018) analyzes the probability of sales occurrence due to marketing information taking insurance companies in Addis Ababa as a case. Abeba (2017) studied the effect of acceptability dimensions of marketing information system on customer satisfaction in the case of fast-moving consumer goods manufacturing industry in Addis Ababa. Related to marketing/business intelligence and its effect on sales performance hasn't been done in the banking industry of Ethiopia exhaustively to fill literature voids.

Based on this background, this study establishes the relationship between marketing intelligence as marketing information technology and sales performance in terms of volume, target and growth. The aim of this study is, thus, to investigate the effect of marketing intelligence on sales performance of private commercial banks in Addis Ababa. This study tries to fill the gap through establishing the relationship between marketing intelligence (product modification, process modification, strategic competitor analysis, competitor business process and marketing information review) and sales (volume, target and growth) performance. It focuses on the perception of sales and marketing personnel of the banking industry. The data to be collected through structured questionnaires will be analyzed by applying correlation and multiple linear regression. The survey will be conducted in Addis Ababa. According to NBE (2020), Addis Ababa is the only metropolis city in Ethiopia hosting the highest number of banks which formed the target population. These can be achieved through addressing the following research questions. The basic question is to what extent marketing intelligence affects the sales performance of private banks in Addis Ababa. Specifically:

- What is the effect of Marketing Intelligence based on product modification on sales performance of private banks in Addis Ababa?
- What is the effect of Marketing Intelligence based on process modification on sales performance of private banks in Addis Ababa?

- What is the effect of Marketing Intelligence based on competitor analysis on sales performance of private banks in Addis Ababa?
- What is the effect of Marketing Intelligence based on competitor's business process on sales performance of the selected private banks in Addis Ababa?
- What is the effect of Marketing Intelligence based on marketing information review on sales performance of the selected private banks in Addis Ababa?

1.3 Objectives of the study

1.3.1 General Objective

The general objective of this study was to investigate the effect of marketing intelligence on sales performance of private banks in Addis Ababa.

1.3.2 Specific Objectives

This can be achieved through addressing the following objectives specifically:

- Examine the effect of Marketing Intelligence based on product modification on sales performance of private banks in Addis Ababa.
- Analyze the effect of Marketing Intelligence based on process modification on sales performance of private banks in Addis Ababa.
- Examine the effect of Marketing Intelligence based on competitor analysis on sales performance of private banks in Addis Ababa.
- Analyze the effect of Marketing Intelligence based on competitor's business process on sales performance of private banks in Addis Ababa.
- Analyze the effect of Marketing Intelligence based on marketing information review on sales performance of private banks in Addis Ababa.

1.4 Significance of the Study

The findings of this study will be important to a number of stakeholders including: future researchers and academicians, managers in commercial banks.

- This research is going to enrich the literature in the management of marketing intelligence and to provide new insights for promoting this research area. It may offer the theoretical foundations and methods of marketing intelligence practices through the relevant literature

to the concerned. To the best of the researcher's knowledge, the study will provide insight with a first study in marketing intelligence subject to be applied in Addis Ababa.

- The study may have great benefit to all financial institutions to keep the activities of their business organizations moving on because every business firm needs timely, relevant and accurate information, so as to make necessary decisions. This research will offer valuable recommendations to the banking service providers in Addis Ababa to benefit from marketing intelligence in their business activities to achieve competitive advantage.
- It is of great significance to marketing managers in similar industries, to aid them carry out their marketing functions effectively. It is also beneficial to every individual company since marketing involves business activities directed at satisfying needs and wants through an exchange process. Thus, every manager needs accurate and vital marketing information to achieve its stated objectives.
- For managers and other key decision makers in commercial banks, the findings of this study will guide them on prudent decision making in matters concerning bank sales. The findings of this study may contribute to their decision making for stronger customer-commercial bank relationships.
- For future scholars and academicians, the findings of this study will be relevant in providing them with literature that they can cite as empirical evidence of what has already been done in the area of marketing intelligence and sales performance. It will also suggest to them areas for future studies where they can extend their literature on.

1.5 Scope of the Study

This study focuses on investigating the relationship between marketing intelligence and sales performance of private banks in Addis Ababa. Delimitations in terms of conceptual, methodological and geographical perspective are the areas of possible emphasis or significance that wouldn't be included in this research though.

The study was conducted in Addis Ababa city. The city is the main capital city of the country and the place where the highest number of banks are located. Private Banks in Addis Ababa can be taken as a representative of the other companies in other federal and regional cities. Thus, other banks, located out of Addis Ababa were intentionally excluded from this study.

Conceptual scope of this study refers to explaining sales performance based on product modification, process modification, strategic competitor's analysis, competitor's business process and marketing information review. Other factors like promotion, integrated marketing communication, service quality, etc. are intentionally disregarded as they are out of scope.

In terms of the methodology adopted, the research approach applied a quantitative research approach. Quantitative data was collected from branch managers of selected private banks through self-administered questionnaire. This targeted population was believed to have a better understanding of the area under study.

1.6 Limitations

As a research design, only branches located in Addis were taken as a study population therefore, it is not a complete representation of all branches in Ethiopia. The researcher faced challenges in data gathering as it was also sensitive and confidential information. Quantitative method was employed for the analysis. Thus, the researcher suggests that a mixed research design i.e., both qualitative and quantitative shall be used to collect data from different geographic areas as qualitative study might give more detailed information from a different perspective in the future. This study was also cross-sectional and explanatory in nature. Future researchers could undertake more in-depth longitudinal study on other commercial banks.

1.7 Organization of the Paper

The paper was organized in five chapters. The first chapter discusses the introduction part of the study that include Background of the Study, Statement of the Problem, Objectives of the Study, Significance of the Study, Scope of the study and Organization of the Study. The second chapter refers to the reviews of related literatures that are appropriate and relevant to the current study. The third chapter presents the steps followed and methodology used for the collection, analysis and interpretation of the data used to achieve the study objectives. The fourth chapter presents the step-by-step data analysis, interpretation and discussion part of the study. And finally, the fifth chapter presents the conclusion and recommendation of the study reached based on the result obtained from the research process.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Theoretical Review

Under the theoretical review sub title, the theories in which the study is anchored on are presented. The following theories are presented in relation to the effect of marketing intelligence on sales performance in commercial private banks in Addis Ababa, Ethiopia: Technology Acceptance Model and Marketing Information Systems Model.

2.1.1 Concept of Marketing Intelligence

Marketing intelligence as Igbaekemen (2014) explained is everyday information about development in the marketing environment that helps managers prepare and adjust marketing plans. The marketing intelligence system determines the intelligence needed and collecting same by searching the environment and delivering it to the marketing manager who needs it. Marketing intelligence comes from diverse sources such as: the company's personnel executives, engineers and scientists, purchasing agents and the sales force. But company people are often busy and fail to pass on important functions.

Firms must sell their people on their importance as intelligence gathers, to spot new development and urge them to report intelligence back to the organization. Sometimes, in wide networking companies, the intelligence information is usually contracted to external agents or suppliers and at the extreme level 'hidden hackers' to break and capture for the company all relevant information from their competitors for their effective utilization. However, marketing intelligence as an organizational strategy can perfectly work for a company as well against the company. Therefore, organizations must act fast and take every necessary step towards protecting themselves from the snooping of competitors.

2.1.2 Theories of Marketing Intelligence

2.1.2.1 Technology Acceptance Model

Technology Acceptance Model (TAM) was proposed by Davis in 1985. TAM argues that the intention to adopt or use a new information system is determined by perceived usefulness and perceived ease of use. The final conceptualization of TAM excluded the attitude construct in order to better explain intention parsimoniously (Ross, McGowan and Styger, 2012). The objective of TAM is to provide an explanation of the determinants of computer acceptance that is generally capable of explaining user behavior across the board range of end user computing technologies and user population, while at the same time being both parsimonious and theoretically justified. Consequently, factors like ease-of-use, which were used to predict technology adoption, might not be appropriate anymore.

At the same time, new factors, which are not integrated in any of the existing models, might not be appropriate anymore. For example, Guarda, Santos, Pinto, Silva and Lourenço (2012) showed that the social situation, in which a context-aware technology is used, significantly influences the acceptance of the system. Further, they note that acceptance of future information technologies is not determined by usefulness and ease-of-use alone, but is also affected by a variety of other factors. Hence, it is important to investigate the marketing intelligence component of marketing information systems in the banking sector and use this knowledge to adapt existing acceptance model to the characteristics of future information systems.

2.1.2.2 Marketing Information Model

Marketing information system model is composed of four main components that include; internal records, marketing research, marketing intelligence and decision support. According to Hashem (2016) management information systems use information technology to collect and communicate the information used by the commercial banks' operations. Types of management information systems depend on the departments and functions of the organization. They include; management reporting system, process control system, decision support system, marketing reporting system, enterprise collaboration system and marketing information systems (Askoul, & Lalitha, 2016).

Management reporting system is designed to report marketing operations of a company. Tactical/middle level managers use management reporting systems to generate regular reports comparing current and past sales performance to determine sales growth. MRS is also applied by the top management to compare the efficiency of company's marketing operations against sales performance goals. Marketing information systems are used to execute and track the effectiveness of sales and marketing activities (Novikova, 2015). Marketing information systems are also utilized in developing products, sales forecasting, tracking advertising schedules, pricing and implementation of effective sales promotions. The reports generated by sales and marketing information system guides the management on the products to focus on (Novikova, 2015).

2.1.3 Marketing Intelligence Components

There are several models that attempted to clarify marketing intelligence components, and the best model was developed by (Crowley, 2014) it is considered the best of these models due to its absorption of the most influential variables in the marketing environment, namely, (customer, product, market, competitors). These four components represent the basic elements upon which commercial establishments activity use in charting policies and strategies. Crowley (2004) states, "in its broadest sense, Market Intelligence is the capturing of information relevant to a company's markets. In a more practical context, it is the gathering, analysis and dissemination of information that is relevant to the market segments your company participates, or wishes to participate in. This encompasses four cornerstones: Competitor Intelligence, Product Intelligence, Market Understanding, and Customer Understanding" (p. 4). Crowley (2004) makes explicit the fact that marketing intelligence officers need to provide a support role and this means that they must have a good understanding of the market situation and know why specific information is needed.

2.1.3.1 Product Modification

Product intelligence is defined as an automated system for gathering and analyzing intelligence about the performance of a product being designed and manufactured, such that this data is automatically fed back to the product managers and engineers designing the product, to assist them in the development of the next iteration or version of that product. The goal of product intelligence is to accelerate the rate of product innovation, thereby making the product and its owners more

competitive. Product intelligence is usually applied to electronic products, but it is not necessarily limited to electronic products (Evans, 2010).

The reasons for the failure of new products caused by the inability of many marketers to adjust their own mentality with the minds of customers, and the reason for that is the ignorance of managers with customers because of their beliefs that customers don't know what they want, from cognitive perspective, no one can respond to the idea of a product or service without hearing about it and here is the need for multiple-turn from the fields of science. Managers must gain a greater knowledge about customers and their behavioral thinking, and that means it is necessary to understand the dynamics of the conscious, and unconscious thinking of customers which is the ultimate commercial success (Al-Abrash, 2014). Perhaps the most famous words in the business world, which must push any organization towards the understanding of their customers is "customer satisfaction". To achieve satisfaction the company must understand the requirements and needs of customers, and adopt production and marketing activities in a manner that achieves customer satisfaction and happiness.

2.1.3.2 Process Modification

Marketing intelligence process increasingly provide the data that drivers both strategic and tactical decision for enterprise (Askoul & Lalitha, 2016). Many businesses have already invested heavily to aggregate data from diverse system and applications in order to create a whole-enterprise view to fully reflect the daily state of business, as well as support more effective, informed decisions (Rotich, 2016). A marketing intelligence process is a set of components, procedures and data sources used by marketing managers to go through information from the economic and business environment that they can use in their decision making. Moreover, Ismail (2011) study reveals that there is a positive relationship between utilizing and adopting effective and efficient marketing intelligence and the right decision making, which also agrees with these research findings.

Business-level analysis provides the organization with feature sources about competitors and how to compete in the markets, and the information required are organization structure - the total number of workers by their jobs - main customers by retail - key suppliers - market share and sales for each production line - production level and company capacity - the types of scheduling and programs of the organization and channels of distribution systems.

2.1.3.3 Strategic Competitor Intelligence

Competitor intelligence focuses on competitors, their plans, intentions, capabilities, and current activities (McGonagle and Vella, 2012). The studies in competitor intelligence provide rich and diverse information, these studies provide an inclusive description of the competitive environment as well as exhaustive competitor profiles covering items such as company needs, marketing strategies, investment plans, characteristics, financial data, views on supplier performance, expansion record and much, much more (Harrison and Cupman, 2015). Competitor Intelligence embraces the use of public sources to expand data on competition, and competitors (McGonagle and Vella 2012). Identification of consumer's need is the first phase of competitive intelligence followed by the conversion of competitor strengths and weaknesses, estimation of likely activity and finally the determination of the company's own strengths and weaknesses (Nwokah, 2008).

Competitor intelligence has been defined as those activities by which a company identifies and understands their strength and weaknesses, and anticipates their moves (wright, 2002). The focus on competitor tends to be on problems associated with the daily profitable marketing of a company's products or services (Nwokah, 2009).

2.1.3.4 Competitor Business Process

In the context of competitive threats, market opportunities would be much easier to identify and implement, if only it did not concern the presence of existing and potential competitors. L. Fahey identified competitors' threats as "ways that a rival can inhibit an enterprise's strategy from succeeding in the marketplace" (Fahey, 2007). It shows how effective the information obtained by marketing intelligence in terms of competitor's business processes (promotion, pricing, distribution, production, etc.) could serve in current and future management plans of a company. Every organization that clearly sees the future from now on and detects competitive threats in the market settings in advance will have an undeniable competitive advantage over others. The marketing intelligence department must, therefore, assess current and potential changes in competitors' activities with regard to threatening consequences for their strategic activities. And also, the enterprise's top management must be alerted to current or potential threats posed by current or potential competitors.

2.1.3.5 Marketing Information Review

Market intelligence is focused on the very current activities in the marketplace. You can look it as it as the qualitative side of the quantitative data research you have conducted in many retail markets (McGonagle and Vella, 2012). Consider the following key customer markets: consumer, business, global, and non-profit (Kotler and Keller, 2014). Market intelligence is the information relevant to a company's markets, gathered and analyzed specifically for the purpose of accurate and confident decision-making in determining strategy in areas such as market opportunity, market penetration strategy, and market development (Cornish, 1997).

Marketers start by dividing the market into segments. They identify and profile distinct groups of buyers who might prefer or require varying product and service mixes by examining demographic, psychographic, and behavioral differences among buyers. After identifying market segments, the marketer decides which present the greatest opportunities, which are its target markets (Kotler and Keller, 2014). The primary users of market intelligence are usually the marketing department, market research, and the sales force. To a lesser degree, market intelligence serves those in market planning by providing retrospective data on the success and failure of their own sales efforts (McGonagle and Vella, 2012).

2.1.4 Sales performance

Despite the numerous financial and non-financial isolated measures, marketing performance as a whole, translated into a clear and reliable universal instrument by which the respective merits can be evaluated, has received limited attention in the literature (Ambler & Riley, 2010). Additionally, marketing as a discipline has focused more on results than on the processes and systems enabling them. Traditionally, marketing productivity analysis- mainly from efficiency perspective; and the marketing audit concept-mainly from effectiveness perspective have dominated the approaches to marketing performance assessment. But according to Morgan, Clark and Gooner (2012), neither of these two approaches by themselves provide a complete framework for an integrated evaluation, due to conceptual and implementation limitations.

Sales performance relates to the volume of offers accomplished inside a predefined period contrasted with predetermined sales levels (Groza, Locander & Howlett, 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. 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 deals, sales performance decisions, risk being rendered clumsy by the opposition. As organizations develop more idealism about open doors for development, the weight is on for staff to meet ever-higher income targets (Askoul, & Lalitha, 2016).

Sales performance is the extent of the quantity of products sold or services sold in the regular operations of an organization in a specified period. It is the amount of goods sold in number or quantity of units throughout the regular working times of an organization. Sales performance is the addition of a number of aspects consisting of returns, gross sales, delayed shipments, delayed billings and credit memos as defined by Haskell (1980). He gives the subsequent directory of sales activities for victorious salespeople: selling, entertainment, working with distributors being present at meetings, working with orders, servicing goods, servicing accounts, training and recruiting, travel, communication. It is also mentioned that the performance procedures functioning at varied times are not greatly connected and the relations between various performance procedures are not powerful (Neema, 2017).

A different set of criteria mentioned by Campbell (1990) include elements which are customer relations, sales volume and ability to achieve quotas and management of expense accounts, company knowledge and product understanding, customer information and competitor comprehension and time management and planning that are significant for sales performance. From another point of view, his checklist can be successfully summarized to four mainly objective performance measures such as yearly sales volume, customer relations, profit growth and gross profit per sale. But, accomplishing a significant outcome through higher sales growth, sales volume and profit is believed to be tricky for most companies, in that, customers often use price as quality signal. This makes it complicated to accomplish the perception of both high quality and low price that have a direct attitude with volume of sales, growth in sales and profit. Fundamentally, evaluating performance should not be confused with filing maps or reports

(reporting system) but instead seen as a process allowing phenomena understanding that progressively will lead to better decisions and improved results (decision guiding system).

As noted by Rust, Ambler, Carpenter, Kumar and Srivastava (2014), the importance is not so much the final quantitative score but the understanding of the situations that led to such scores and therefore what can be improved next time. On the other hand, competitiveness theory suggests that marketing performance is a process composed of three stages. Firstly, it identifies superiority sources regarding the firm's resources and capabilities' acquisition, implementation, and development. Secondly, it evaluates superiority positions arising from designing and implementing marketing strategies. Thirdly, it knows the financial and no financial outcomes as a consequence of the previous ones.

2.1.5 Link between Marketing Intelligence and Sales Performance

Various studies in literature have attempted to link marketing intelligence with various performance measures in different sectors and regions with mixed findings. A research study by Rotich (2016) sought to find out whether Financial Institutions' bancassurance sales performance was affected by the marketing intelligence. The effect of marketing intelligence on sales performance was measured against the indicators; sales volume, profitability, market share, the growth of customers, market share and bancassurance premiums. The findings of regression analysis showed that marketing intelligence was strongly correlated to sales performance indicators.

Decision Support System is a database designed to guide a marketing manager to make a decision when need arises. Sales performance is determined by the effectiveness of the marketing carried out by the organization. Decision support system is used to collect data from internal and external sources to help the marketing manager to make a decision on how to undertake marketing and improve the level of sales (Pearlson, Saunders and Galletta, 2019). Moreover, marketing managers apply a decision support system to analyze the internal and external factors affecting marketing activities while setting sales targets.

2.2 Empirical Review

Effect of Product Modification on Sales Performance

Al-Rfou (2015) conducted a study on competition and sales performance: empirical evidence from Jordanian baby food firms. The study surveyed 33 industrial firms listed at Amman Stock Exchange. The result of multiple regression analysis indicated that continuous product differentiation over competitors had a positive strong effect on sales performance. It was recommended that fortifying baby formulas with minerals different from competitors enhances annual sales growth of the companies.

Mukangu and Ndungu (2016) carried out a study on the effect of marketing information system on organizational performance of the banking industry in Saudi Arabia. A total of 120 questionnaires from accounting managers and experts in production companies were accepted in Saudi service companies of food, health, make-up and dress companies. The result showed that change is the most effective factor between competition and company management. The results concluded that product modification based on the information gathered from competitors has a significant effect on company performance, strategic decisions, and technology selection and production quantities. Based on this explanation, the following hypothesis is proposed:

H1 – Product Modification has a positive and significant effect on sales performance.

Effect of Process Modification on Sales Performance

Fischer and Boynton (2015) evidenced that the quality of marketing information system may be the most critical component in satisfying the firm's customers. In his study, a quality business process is about doing the right things relative to performance measures that are important to the customers.

Camison (1996) surveyed the role of business processes on the performance of the banking industry in Nigeria. A total of 10 top performing banks participated in the research. The results of the findings revealed that adoption of technology in the business process had a significant and positive effect on the sales performance of the banks. A competitive strategy that enables the organization to link competition to market conditions on the one hand and consumer requirements

and the activities of the organization on the other are good predictors of organizational performance. Based on this explanation, the following hypothesis is proposed:

H2 – Process Modification has a positive and significant effect on sales performance.

Effect of Competitor's Strategic Analysis on Sales Performance

Research by Kumar (2014) examined the impact of marketing information systems' effectiveness on financial sector business performance in India. The research was conducted on 504 executives from banks, insurance companies and other financial institutions. Findings indicated that the adoption of marketing intelligence enhanced their market share. Amongst other variables, competitor strategic analysis had a strong effect on sales performance.

Kenneth (2013) in his study on the role of sales staff in a marketing information system and their effect on sales performance in the case of Pakistan mobile industry. A total of 235 sales managers and sales executives were interviewed. The results indicate that information solicited from the sales force and sales management were limited primarily to pricing-related information but the data regarding competitor's strategies (product and distribution) had positive and significant effect on their sales performance. Undertaking strategic analysis of competitors' strategic move helps in ascertaining the achievement of sales targets. Based on these findings, the following hypothesis is proposed:

H3 – Competitor's strategic analysis has a positive and significant effect on sales performance.

Effect of Competitor's Business Process on Sales Performance

Neema (2017) focused on the evaluation of the connection between competitor's business process and performance of companies. The result revealed that Jordanian companies have faced intense competition lately due to the attractive investment climate of Jordanian market but they gained better market share through improving their business processes imitated from strategic competitors.

This shows how effective information could serve in an organization's current and future plan. Every organization that sees the future from today and plays away the threat from the competitors in the market settings will have a competitive edge over others. The marketing intelligence unit

must, therefore, assess current and potential competitor business process's change for its strategy implications for threats. And also, the executive team must be alerted to current or potential competitors' threats (Nwokah and Onduku, 2009). Based on this explanation, the following hypothesis is proposed:

H4 – Competitor's business process has a positive and significant effect on sales performance.

Effect of Market Information Review on Sales Performance

Fahey's (2007) study on the influence of marketing analysis on organizational performance in the case of Indonesia's electronic market. The survey was conducted on 155 middle level managers of home appliance manufacturers. Review of market data was a strong predictor of organizational performance. The author suggested that periodic assessment of one's own database as well as gathering information from the current marketing trend help marketers to set effective marketing strategies accordingly.

Akon and Solomon (2018) conducted a study on the impact of marketing environment scanning practices on sales performance of private banks in Senegal. The survey was conducted on 28 private banks' permanent employees. The finding revealed that changes in consumer behavior is inevitable, thus, assessment of the micro and macro factors are mandatory so as to sustain in the market. Short-term opportunities often centre on identifying ways to modify the current strategy to add value for customers (Gabriela, 2016). She added using three industries as an example to highlight how intelligence created assessments leading to new opportunities to extend and leverage the current strategy two key exchanges must occur between strategy and intelligence professionals. Based on this explanation, the following hypothesis is proposed:

H5 – Market Information review has a positive and significant effect on sales performance.

2.3 Conceptual Framework

A conceptual framework shows or illustrates the relationship among variables used in the research study. Adopted from Wanjiku and Mwaura (2020), contained statements on the independent variable; marketing intelligence (product modification, process modification, strategic competitor's analysis, competitor's business process and marketing information review) and the dependent variable (sales performance in terms of sales volume, attaining target sales and sales growth). In this research, the general objective is to investigate the effect of marketing intelligence on sales performance in the case of selected private banks in Addis Ababa. Referring to Figure-1, the current study comprised of independent and dependent variables. The independent variable is marketing intelligence in terms of product modification, service modification, competitor strategic analysis, competitor business process and marketing information review; and the dependent variable was commercial banks' sales performance.

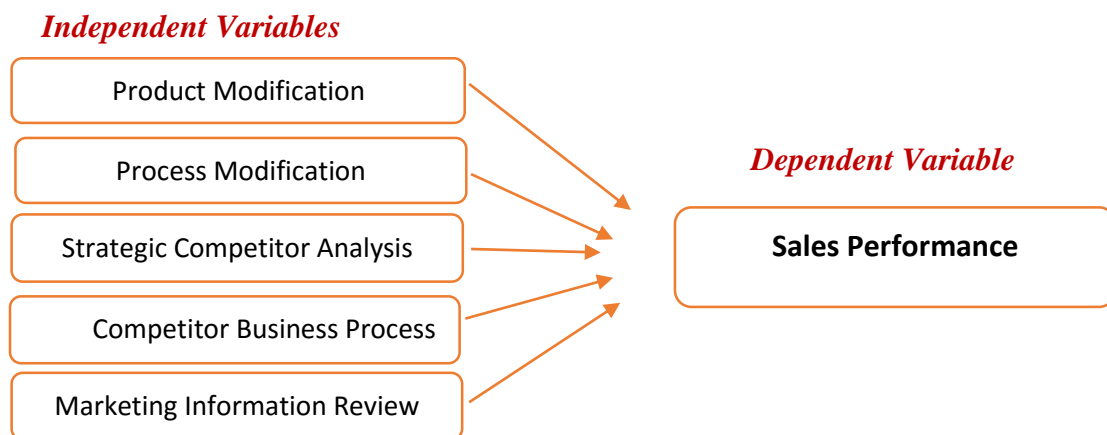


Figure 1. Conceptual Framework of the Study

(Source: Wanjiku and Mwaura, 2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach

Based on data type, research approach can be categorized into qualitative or quantitative. A quantitative approach was employed in this study to obtain empirical data. According to Fellows and Liu (2015), the quantitative method is usable for making generalisations across a population. The aim of the research is to extend on previous studies and generalize the findings regarding the current marketing intelligence practices and their influence on sales performance of private banks in Addis Ababa. Hence the quantitative approach was adopted in the study.

3.2 Research Design

The three basic types of research design are descriptive, exploratory and explanatory research. This study adopted explanatory and descriptive design as it will describe the variables of interest in marketing intelligence and sales performance measurement along with evaluating the relations between the constructs. Causal analysis is concerned with the study of how one or more variables affect changes in another variable. It is, thus, a study of functional relationships existing between two or more variables (Kothari, 2014).

3.3 Population, Sample Size and Sampling Technique

3.3.1 Target Population

A target population is the entire group of people or entities that the researcher is interested in and for which the researcher wishes to draw conclusions (Kothari, 2004). According to the National Bank of Ethiopia, there are a total of 19 commercial banks of which 16 banks are private owned and currently operating in Ethiopia. This study considers the top five selected private banks based on their annual profitability within the fiscal year of 2020/2021. The five top profitable banks are Awash, Cooperative Bank of Oromia (COOP), Abyssinia, Dashen and Nib bank. According to the National Bank of Ethiopia (2021) Annual report, as of December 2020, the total estimated number of the selected banks' branches in Ethiopia is 2,084, of which 723 branches are located in the city

(Ref. Table -1). The study targets a total of 723 branch managers as a study population since they are individually and collectively involved in the marketing intelligence in their banks as they collect, analyze and communicate all sales performances data. Furthermore, sales performance and its measurement will likely be made with their direct involvement and as such any challenges arising from marketing intelligence would be known to them.

3.3.2 Sample Size

Sampling is the process of selecting a number of study units from a NBE database (2021), the sampling frame constitutes a total of 723 branch managers' population. Determining sample size is a very important issue because samples that are too large are uneconomical while too small samples may lead to inaccurate results. When the size of population is known, the sample size will be calculated based on Yemane's (1967) formula for proportionality of sample for known population. Since the exact total population is known, the sample size determination formula is used to estimate the sample size. The formula is:

$$n = \frac{N}{1 + Ne^2} = \frac{723}{1 + (723 * 0.05^2)} \cong 258$$

Where: n = required sample size; N = Total Population; e = Tolerable error (0.05)

Therefore, a total of 258 sample respondents (branch managers) will be contacted to disseminate the survey questionnaire.

Table 1. Sample Proportion per Stratum

Bank	Total Population (Branches in Eth)	Target Population Branches in AA	Proportion	Sample Size	Sample Proportion
Awash	446	266	36.79%	258	95
Abyssinia	677	250	34.58%	258	89
Coop	469	97	13.42%	258	35
Dashen	444	84	11.62%	258	30
Nib	48	26	3.60%	258	9
Total	2084	723	100.00%		258

(Source: NBE, 2021)

3.3.3 Sampling Technique

There are a number of sampling methods to select the representative sample size from the sampling frame. They are categorized under three different sub-categories namely probabilistic, non-probabilistic and mixed sampling. Probabilistic sampling won't be practical if the complete list of the sampling frame is hard to get and the randomly selected elements are accessible within specified data collection period. However, in this case, getting the complete list of the staff from the selected private banks is very hard due to the sensitivity of human resource attrition case in the banking industry in Ethiopia. Therefore, convenience non-probability sampling technique was appropriate to select the required sample size from the targeted study population (sampling frame), though generalizability of the findings to the larger population is an issue. Purposive sampling is most suitable because marketing managers would be in position to address study objectives adequately since they are part of the marketing decision-making process in the banks.

3.4 Data Type and Source

The source of data for this study is basically primary source, staff of selected five private banks for the fact that their perception towards marketing intelligence practices and sales performance related will be gathered for analysis. According to Kothari (2014), the primary data are those which are collected afresh and for the first time, and thus happen to be original in character. Data that have been observed, experienced or recorded close to the event are the nearest one can get to the truth, and are called primary. Primary data was sourced from the responses the participants give during the survey process. Thus, primary source of data was used in this research for data analysis.

3.5 Data Collection Instrument

In this study an appropriate method to collect the primary data was a self-administered questionnaire. As suggested by Saunders (2014), administering questionnaires allows the researcher to collect data with low cost even when the universe is large and is widely spread geographically; respondents have adequate time to give well thought out answers, respondents who are not easily approachable can also be reached conveniently and large samples can be made use of and thus the results can be made more reliable.

The use of a survey questionnaire makes it possible for descriptive and inferential statistical analysis (Hamza, 2015). The questionnaire will have two parts. The first section covers the demographic profile of the participants in terms of gender, age, education, income and experience. The next sections, adopted from Wanjiku and Mwaura (2020), contained statements on the independent variable; marketing intelligence (product modification, process modification, strategic competitor's analysis, competitor's business process and marketing information review) and the dependent variable (sales performance in terms of sales volume, attaining target sales and sales growth) based on a 5-point Likert scale. In the Likert Scale, 5 represent Strongly Agree; 4 represent Agree; 3 represent Neutral; 2 represent Disagree; and 1 represent Strongly Disagree.

3.6 Data Collection Procedure

The research was conducted in person for the fulfillment of academic requirements. A total of 258 questionnaires was distributed to the selected branches in Addis Ababa. Volunteer respondents who were selected conveniently to fill the questionnaires accordingly after having their full consent and briefed the purpose of the study clearly. A sum of 258 responses was expected.

3.7 Data Analysis and Presentations

Both descriptive and inferential statistics was used to analyze the quantitative data gained through structured questionnaire. All the variables were coded and entered into the SPSS to analyze data obtained through questionnaires. Descriptive statistics is used to describe the usefulness of the data set and examine relationships between variables. In order to describe the data, preliminary descriptive statistics such as frequency, percentages, and mean scores were computed.

Before conducting the regression analysis, correlation coefficients was used to quantitatively describe the strength of the association between the variables. According to Hair (2016) the Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 to +1.00, with 0.0 representing absolutely no association between the two variables. Regression assumption tests (in terms of multicollinearity, linearity, homoscedasticity and normality test) was also carried out. Finally, multiple linear regression analysis as carried out in the study.

Multiple linear regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationships amongst variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent variable (Kothari, 2004). The basic aim was to see the extent to which the marketing intelligence practice affects sales performance in terms of coefficient of determination (R^2 value), ANOVA Test (p-values) and the regression coefficient (beta coefficient) for the significance of each relationship.

Empirical model to be applied in this study is, thus, formulated a multi-regression analysis model for investigating individual effects of each independent variable. To do so, the relationship between the variables was formulated as:

- The effect of marketing intelligence elements on sales performance:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

Y = Sales Performance;

x_1 = Product Modification; x_2 = Service Modification; x_3 = Strategic Competitor Analysis;

x_4 = Competitor Business Process; x_5 = Marketing Information Review;

e = error term; β_0 = constant, term; $\beta_{1,2,3,4,5}$ = coefficient terms.

3.8 Validity

Validity is concerned with whether the findings are really about what they appear to be about (Sounders, 2003). It can be defined as the extent to which data collection method or methods accurately measure what they are intended to measure (Sounders, 2003). Different steps were taken to ensure the validity of the study. Data was collected from reliable sources, from respondents who have experiences in banking services. Survey questions were made based on literature review and frame of reference to ensure result validity.

In selecting a relevant measure for an outcome variable, it is critical that logical inferences can be made from the operation upon which the measure is based to the theoretical constructs relevant to the study. Construct validity refers to the degree to which inferences of this type can legitimately be made. The content and construct validity was checked to ensure the quality of the research

design. The researcher established the questionnaire in its final version, after highlighting some previous studies related to the subject of this study. Then it was judged and reviewed some specialist in scientific research. Their comments and recommendations were taken into consideration to modify the questionnaire to have its final shape.

3.9 Reliability

To evaluate the research instruments, reliability is one of the major criteria. Reliability estimates the consistency of the measurement or simply, the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (John, 2007). To test the reliability, Cronbach’s Alpha coefficient was used. Cronbach’s alpha is an index of reliability associated with the variation accounted for by the true score of the underlying construct. Alpha coefficient ranges in value from 0.0 to 1.0, that used to describe the reliability of factors extracted from multi-point formatted questionnaires or scales (using Likert scale that is: 1= strongly disagreed, 5=strongly agreed). According to Nunnaly (1978), the alpha coefficient of 0.70 is the minimum acceptable threshold value. The higher the score, the more reliable the generated scale is.

Table 2. Reliability Test – Cronbach’s Alpha Coefficient

	N	Cronbach’s Alpha
Product Modification	6	.776
Process Modification	6	.703
Strategic Competitor Analysis	5	.731
Competitor Business Process	6	.819
Marketing Information Review	5	.742
Sales Performance	5	.777

Source: Own SPSS Output, 2022.

As seen in Table -2, the reliability test measured by Cronbach’s alpha for each of the factors was found to be above 0.7, which is in the acceptable range (above a = .70). Thus, the scale can be taken as a reliable measurement of the study variables.

3.10 Ethical Considerations

Confidentiality of their response of the respondents will be maintained at a high level to make the respondents feel comfortable so that their responses are considered non-biased and reflect the truth about the situation in question. The voluntariness of the participants will be also taken into consideration. In this study, there are descriptive questions about the respondent's demographic profile but this information is not enough to identify the person. The second ethical principle to consider is the lack of informed consent. The potential participant should receive as much information needed to make a decision whether to participate or not. In this study the survey will contain information about the research and contact details of the researcher for further questions. The third ethical principle concerns the invasion of privacy. The respondent might find some questions too private and do not wish to make the answer public. In this study the respondent has the opportunity to skip a question if it is judged sensitive. Furthermore, this study is not of a sensitive nature which enhances the respondents' willingness to answer. The fourth ethical principle refers to deception which occurs if respondents are led to believe that a research is about something else than what is. Recording techniques will not be used in this study. After taking these ethical principles into consideration and fully living up to the requirements this study can be classified as ethical.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The study aimed to examine the relationship between marketing intelligence and sales performance in the context of Ethiopian private commercial banks.

The primary data were collected through a self-administered questionnaire featuring the personal information of the respondents, five dimensions of marketing intelligence, and sales performance of the private commercial banks based on the perception of branch managers in Addis Ababa. After distributing 258 questionnaires to the targeted branch managers, 233 questionnaires were collected which accounted for a 90.3% response rate. Then, screened the collected questionnaires for missing data and other inconsistencies and found 228 valid and usable responses for statistical analysis.

The responses are further screened for error correction and then encoded accordingly to make them suitable for data analysis. After carrying out all the required data preparation, the multiple regression model analysis has been carried out with the help of SPSS 21.0 to test a set of factors simultaneously. Finally, the proposed hypotheses were statistically tested. Based on the findings from the multiple linear regression analysis, the results are discussed for each specific objective as presented below.

4.1. General Information about the Respondents

Table-3 refers to the demographic profiles of the respondents. It constitutes gender, age, educational qualification, monthly salary, and work experience in their respective banks. According to the findings, male respondents took the highest percentage 135 (59.2%) while their female counterparts shared the rest 93 (40.8%). This merely indicates the sampling diversity of more male branch managers compared to females but, with the scope and the sample size of this study, it would be hard to reach conclusive remarks as to what this gender discrepancy means. Conceivably, further investigation with a specific emphasis on gender might examine this issue from a gender-related perspective.

As far as the age distribution of the respondents is concerned, the distribution showed that 45 (19.7%) were found to be within the age range of 21 – 30 years, 90 (39.7%) within 31 - 40 years, 73 (32.0%) within 41 – 50 years, and the rest 20 (8.8%) elderlies above 50 years old.

This indicates that the respondents were from different age groups, younger up to elderlies, which could be taken as a positive implication as responses from diversified age groups would have the probability to get a clear picture of the marketing intelligence influence on sale-related performance. However, it would be interesting to cross-reference this finding with findings of other variables and see if there's valuable insight to arrive at.

Table 3. Demographic Characteristics of Respondents

	Category	Frequency	Percent
Gender	Male	135	59.2%
	Female	93	40.8%
	Total	228	100
Age	21-30	45	19.7%
	31-40	90	39.5%
	41-50	73	32.0%
	>50	20	8.8%
	Total	228	100
Education	High School Certificate	0	0.0%
	First Degree	137	60.1%
	Masters	91	39.9%
	Ph.D.	0	0.0%
	Others	0	0.0%
	Total	228	100
Income	<15000	33	14.5%
	15000-30,000	72	31.6%
	30,001 - 45,000	45	19.7%
	> 45,000	78	34.2%
	Total	228	100
Experience	5 years and Lesser	28	12.3%
	6 - 10 years	72	31.6%
	11 - 15 year	91	39.9%
	15 years and above	36	15.8%
	Total	228	100

Source: Own SPSS Output, 2022

Regarding the educational background of the respondents, 137 (60.1%) has a first degree but the rest 91 (39.9%) have a master's degree holder. However, none of the bank managers had either a high school certificate or a third-degree (Ph.D.). The results imply that higher educational qualification holders are eligible for branch managerial positions. The trend shows that the banks have started recruiting 2nd-degree holders even at the entry (Management Trainee) level and promoting more qualification holders to higher managerial positions. The student researcher believes that it's because of the large number of unemployed graduates, which increases the chance of choosing the holders of a bachelor's degree because they are less expensive than those with postgraduate studies.

Similarly, for those who earned a monthly salary of 15,000 and lower represents 33 (14.5%), while 72 (31.6%) earns from 15,000 – 30,000 birr, 45 (19.7%) from 30,001 – 45,000 birr, and 78 (34.2%) earns more than birr 45,000. This indicates that the majority of the respondents were branch managers with relatively the highest salary scale and it has an implication of relatively varying salary scales are exercised among private banks. This indicates that wages are low in Ethiopia in general and in private banking companies as well. The student researcher also sees that this is also because the private banks don't give much attention to monthly salary but rather prefer to provide other fringe benefits.

Referring to their tenure, 91 (39.9%) of the respondents have 11 – 15 years of experience in the banking industry while 72 (31.6%) from 6 - 10 years of experience and 36 (15.8%) over 15 years and above. The rest 28 (12.3%) represents bank managers with 5 years and lower experience. It implies that the study participants were from novice to experienced bank branch managers which could be taken as an advantage in the inclusion of different perspectives from different tenures. In this regard, the student researcher believes that this is due to the obscurity of future career paths within these banks, which leads the experienced bank staff to choose to work in other companies that have broad functional futurity.

4.2. Descriptive Statistics of Study Variables

The descriptive statistics of the study variables are presented to show the central tendency of respondents' perception and variation of their stand. As mentioned earlier, the variable is marketing intelligence (product modification, process modification, strategic competitors'

analysis, competitor’s business process, and marketing information review) and sales performance. According to Best (1987), the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.80; disagreed within 1.81 – 2.60; neither agreed nor disagreed within 2.81 - 3.40; agreed if it is in the range of 3.41 – 4.20; while strongly agreed when it falls within 4.21 – 5.00. Besides standard deviation below 1.0 shows relatively less variability of an observed response whereas, greater than 1.0 is often considered as high variability (Field, 2009). Below, summarized descriptive stat results are discussed below (Table -4).

Table 4. Summary of Study Variables

Variable	N	Mean	SD.
Product Modification	228	3.81	1.201
Process Modification	228	3.82	1.414
Strategic Competitor Analysis	228	3.55	1.183
Competitor Business Process	228	3.64	1.278
Marketing Information Review	228	3.84	1.647
Sales Performance	228	3.53	1.050

Source: Own SPSS Output, 2022.

The grand mean scored value of (Mean = 3.81, SD = 1.201) of product modification shows that majority of the respondents agreed with but they have a varying stand in this regard. They showed their agreement with the banks’ effort in gathering information to identify new/ unique banking services (niche market), imitating the quality of service offered in the market, and working on improving or adding the existing service. This implies that product (banking service) modification influences the perception of the branch managers.

As far as the banks’ business process modification, the scored grand mean value was found to be M = 3.82 with SD = 1.414. This indicates that the majority of the branch managers agreed that the banks have flexible HR policies to develop staff’s intelligent competence. They also witnessed that the banks are working on improving their different functions, avoiding unnecessary processes, and allocating sufficient budgets to mitigate hindrances against information gathering. But the respondents neither agreed nor disagreed regarding management’s dedication to facilitating ease

of access for customers to communicate with the banks. In all cases, the respondents had different stands this implies that banks' effort in improving internal processes affects the sales performance of the banks.

The respondents slightly agreed with the strategic competitors' analysis carried out by the concerned managers ($M = 3.55$, $SD = 1.183$). The market intelligence helped the banks to identify their strategic competitors, follow up on published materials issued by different competitors, benefit from tackling competitors' surprises proactively, and develop tailor-made products for customers. But the branch managers have a neutral stand against the size of competitors' size of investment. This shows that strategic competitor analysis affects the perception of branch managers.

Similarly, the majority of the branch managers agreed (Mean = 3.64, $SD = 1.278$) with the intelligence of the competitor's business process. They strongly believed that competitors took reactive action to the prior trends of other banks. Besides, the intelligence helps monitor competitors to know the processes of change in their structures, strategies, technology adopted, etc., and checks to find out competitors' marketing activities. However, even though the banks analyze the processes of other banks' service offerings, the branch managers neither agreed nor disagreed with the competitor's plan, and utilization of their information analyses to predict the reactions of each competitor to the services offered by the banks. This also implies that surveillance of competitors' business processes influences their operations.

Finally, referring to the overall marketing information analysis, the majority of the respondents also agreed with the banks' overall marketing analysis as the grand mean value was found to be 3.84 ($SD = 1.647$). In their marketing analysis, the banks consider the opportunity, competitive risks, review of regulatory provisions, modifying their strategies to add values, and strengths or weaknesses that can be improved through bank assurance. This has also an implication that monitoring and analyzing the overall marketing environment influence the perception of the branch managers toward their operation.

The overall sales performance was also perceived positively by the majority of the bank managers as the scored grand mean value was found to be $M = 3.53$, $SD = 1.050$. The respondents slightly agreed that the marketing intelligence service helped the banks increase product variety, and

market share, achieve their targeted loan portfolio, and the overall efficiency. However, they were indifferent regarding the reduction of process costs through marketing intelligence. This implies that the respondents believed that the sales performance of the company is affected by the marketing intelligence activities of the banks.

4.3. Inferential Statistics

Inferential statistics can help to provide explanations for a situation or phenomenon. In this study, inferential statistics were adopted to examine the relationship between marketing intelligence and sales performance. To do so, correlation tests, the assumption for regression model tests, and finally multi-regression analysis are performed in terms of model summary, ANOVA test, and beta coefficient determination to address the study's objectives.

4.3.1. Correlation Test

A correlation coefficient is a useful tool for summarizing the relationship between two variables with a single number ranging from -1.0 to 1.0. (Field, 2005). Pearson's correlation coefficient was calculated on the independent and dependent variables to determine the relationship between them. Field's (2005) recommendations relied on correlation to assess the strength of the relationship between variables. If the correlation coefficient falls between 0.1 and 1.0, the coefficient(r) is weak at 0.29; moderate at 0.3 to 0.49; and strong at >0.5 relationship between variables. In this study, Pearson correlation was used to examine the relationship between each of the independent variables and the dependent variable using a two-tailed test of statistical significance at the level of 95% confidence and significance <0.05.

Table 5: Relationships between Marketing Intelligence and Sales Performance

Dimensions	PMOD	BMOD	CSTR	CPRS	MREV	SPER
Product Modification	1					
Process Modification	.342**	1				
Strategic Competitor Analysis	.156*	.180**	1			
Competitor Business Process	.416**	.235**	.330**	1		
Marketing Information Review	.242**	.569**	.131*	.363**	1	
Sales Performance	.646**	.470**	.312**	.633**	.487**	1

** Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source, Own Survey, 2022

The results of the correlation test in Table -5 revealed that product modification ($r = .646$) and competitor’s business process ($r = .633$) review had positive and strong significant relation with overall sales performance. But business process modification ($r = .470$), strategic competitors’ analysis ($r = .312$), and marketing information review ($r = .487$) had positive and moderate significant relationship with sales performance. In summary, the relationship between marketing intelligence and sales performance had significant and positive relations.

4.3.2. Assumptions of Regression Test

Multiple regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are linear relationship, multicollinearity, multivariate Normality, and Homoscedasticity.

Multicollinearity – Multicollinearity assumes that there are no highly related predictor variables. Having such a problem or violating an assumption may result in the linear regression model producing inconsistent results. Thus, before performing the linear regression (Ordinary Least Square Method), one should look for the problem of multicollinearity, which is characterized by a high correlation between some of the independent variables. The Variance Inflation Factor (VIF) is used in the study to calculate the effect of correlation among independent variables on the precision of regression estimates. The VIF should not be greater than 10. If the Tolerance ($1/VIF$) value is less than 0.1, it also indicates the possibility of multicollinearity, but if it is greater than 0.1, it indicates that the model is free of multicollinearity (Hair, 2004).

Table 6: Collinearity Assumption Test

	N	Mean	Std.	Tolerance	VIF
Product Modification	228	3.81	1.201	.761	1.313
Process Modification	228	3.82	1.414	.619	1.615
Strategic Competitor Analysis	228	3.55	1.183	.877	1.140
Competitor Business Process	228	3.64	1.278	.688	1.453
Marketing Information Review	228	3.84	1.647	.616	1.622
Sales Performance	228	3.53	1.050	.761	1.313

(Source: Own Survey, 2021)

The collinearity statistics analysis of VIF values ranging from 1.140 to 1.622 and Tolerance values ranging from 0.616 to 0.877 in this study indicated that there was no collinearity problem. This could be interpreted as confirmation that the independent variables (marketing intelligence) are not strongly related to one another. That is, if the independent variables in this model were highly related to one another, they would have primarily measured or conveyed the same information.

Homoscedasticity - Before running multiple regression analysis, there should be homoscedasticity, which means that the residuals (the differences between the observed and predicted values of the dependent variable) are normally distributed and have constant variance (Burns & Burns 2008). If the assumption of homoscedasticity is violated (i.e., there is heteroscedasticity).

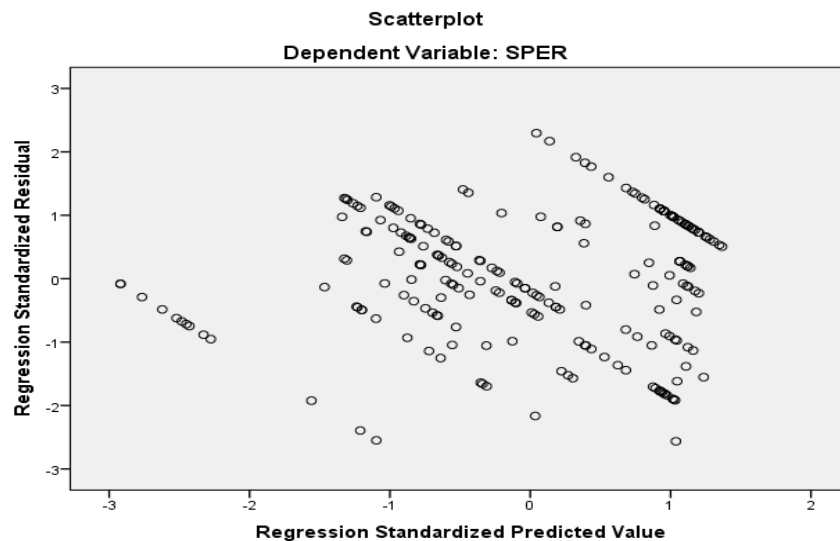


Figure 2: Scattered Plot for Homoscedasticity Test

The graph demonstrates the study's homoscedasticity. Using ZRESID versus ZPRED plots, the researcher attempted to determine whether the graph resembled a random array of dots evenly distributed around zero because Testing for Homoscedasticity is based on the assumption in regression analysis that the residuals at each level of the predictor variable(s) have similar variances. This means that the spread of residuals should be fairly constant at each point along with any predictor variable. Thus, as seen in Figure -2, the annexed dots are randomly distributed along the reference line. It can be concluded that the homoscedasticity assumption has been met.

Linearity Test - Linear regression needs the relationship between the independent and dependent variables to be linear. It is also important to check for outliers since linear regression is sensitive to outlier effects. The linearity assumption can best be tested with scatter plots. Figure -3 depicts the expected value for each of the five marketing intelligence dimensions (the predictor variables) (straight line). The plot in the same figure as the annexed plot shows how the points are distributed randomly and evenly across the plot. And, these patterns are indicative of a situation in which the linearity assumptions have been met in all three variables against satisfaction.

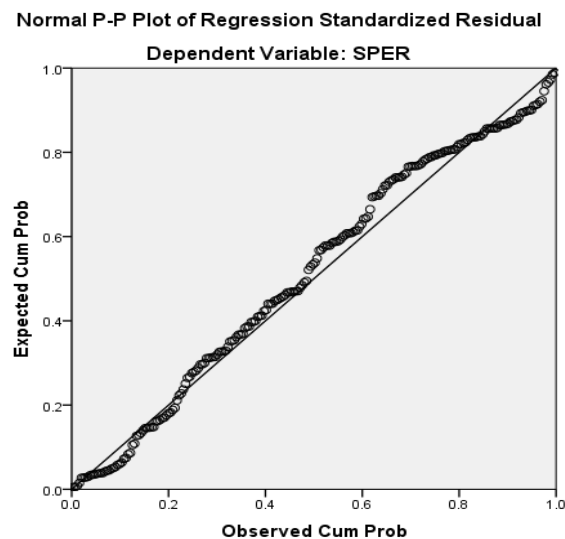


Figure 3: Scattered Plot for Linearity Test

Multivariate Normality - To ensure that the distribution of scores is normal, the values of Kurtosis and Skewness must be examined. Both of which have a standard error associated with them. Skewness and kurtosis should be zero in a normal distribution. Positive skewness values indicate a pile-up of scores on the left side of the distribution, whereas negative values indicate a flat distribution. The further the value is from zero, the more likely the data are not normally distributed. Both of which have a standard error associated with them. However, the actual values of skewness and kurtosis are not informative in and of themselves. It must instead take the value and convert it to a z-score. The z-score is simply a normalized score from a distribution with a mean of 0.0 and a standard deviation of 1.0.

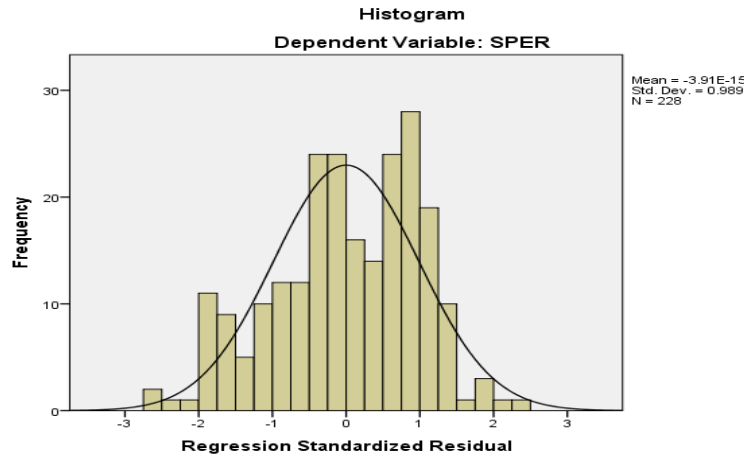


Figure 4. Multivariate Normality Test

As illustrated in Figure -4, all marketing intelligence’s z-scores skewed to the right side but were found to be within an acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -2.0 to 2.0). Therefore, it is pretty clear then that the numeracy scores are negatively skewed, indicating a pile-up of scores on the right of the distribution.

4.3.3. Regression Analysis

Multiple regression analysis in this study was used to model the value of sales performance based on its linear relationship to the five marketing intelligence predictors (product modification, business process modification, strategic competitors’ analysis, competitor’s business process, and marketing information review). This means the overall sales performance is an aggregation of the marketing intelligence dimensions. To indicate the impact that each predictor had on the constructed variable, the unstandardized coefficients are checked. The output of the multiple linear regression analysis includes a model summary, ANOVA test, and Beta Coefficient analysis.

Table 8. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.652	.644	.62605

a. Predictors: (Constant), MREV, CSTR, PMOD, CPRS, BMOD

As indicated in the model summary of the analysis in Table -8 above, the value of R (.807) indicated the overall correlation of marketing intelligence variables with sales performance. It indicates that the marketing intelligence variables have a positive and strong relationship with the sales performance of the private banks in Addis Ababa. While the goodness-of-fit of the model ($R^2 = .652$) illustrates 65.2% of the variation in sales performance was explained by marketing intelligence. That means, the marketing intelligence explains about 65% of the variation in sales performance of the private commercial banks.

Table 9. ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.041	5	32.608	83.197	.000 ^b
	Residual	87.011	222	.392		
	Total	250.052	227			

a. Dependent Variable: SPER

b. Predictors: (Constant), MREV, CSTR, PMOD, CPRS, BMOD

Referring to Table -9 the ANOVA test, the F-value of 83.197 is significant at $p < 0.05$. Therefore, it can be inferred that with 65.2% of the variance (R^2), marketing intelligence dimensions are significant and the model appropriately measured the dependent variables – sales performance. In short, the regression model predicts overall sales performance and has been significantly explained by the five independent (marketing intelligence) dimensions.

Table 10. Coefficients

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.070	.188		.372	.710
	Product Modification	.350	.040	.401	8.836	.000
	Process Modification	.100	.037	.135	2.687	.008
	Strategic Competitor Analysis	.079	.038	.089	2.112	.036
	Competitor Business Process	.279	.039	.340	7.129	.000
	Marketing Information					
	Review	.113	.032	.178	3.522	.001

a. Dependent Variable: SPER

The beta coefficients of each marketing intelligence dimension represent the last output in the analysis of the multiple regression models. Based on the results of the multiple linear regression analysis in Table -10, substituting the standardized coefficients in the model yields:

$$SPER = .070 + .401PMOD + .135BMOD + .089CSTR + .340CPRS + .178MREV$$

PMOD = Product Modification

BMOD = Process Modification

CSTR = Strategic Competitor Analysis

CPRS = Competitor Business Process and MREV = Marketing Information

The results of the regression analysis revealed that each marketing intelligence dimensions has a positive and significant effect on overall sales performance. Product modification (B = .401, P<.05) has relatively the highest effect on sales performance followed by competitor’s business process (B = .340, P<.05), and marketing information review (B = .178, P<.05). Process modification (B = .135, P<.05) and strategic competitor analysis (B = .089, P<.05) had a relatively lower contributions to the prediction model. This predicted change in the sales performance for every unit change in that specific predictor variable, i.e., keeping other factors constant, a unit change in product modification, for instance, is accounted for a .401 unit change in sales performance. The results are in Table -10. illustrated that all the five dimensions of marketing intelligence had statistically significant influences on overall sales performance at a 95% confidence level (p<0.05), indicating that, for private banks in Addis Ababa, these factors are important in assessing or predicting their sales performance. Therefore, based on these findings, all the five proposed hypotheses are supported accordingly.

Table 11. Estimated Regression Coefficients

Code	Hypothesis	Beta, Sig.	Decision
H1	Product modification has a significant effect on sales performance	B= .401, p= .000	Supported
H2	Process modification has a significant effect on sales performance	B= .135, p= .008	Supported
H3	Strategic Competitor analysis has a significant effect on sales performance	B= .089, p= .036	Supported
H4	Competitors Business Process analysis has a significant effect on sales performance	B= .340, p= .000	Supported
H5	Market information analysis has a significant effect on sales performance	B= .178, p= .001	Supported

Source, Own Survey, 2022

4.4 Discussions

Rapid changes in the business environment create several threats for organizations and individuals, which are characterized by the complexity of decision-making, the need for quick action, and responding to unexpected situations. Commercial banks are not far from this facet. The radical change in the banking environment necessitates a faster information processing process and the creation of an ever-growing knowledge-based product and process development. This dynamic must be viewed as the main argument for the creation and development of banking marketing intelligence. This thesis stems from the essence of enterprise relations with the environment, partners, competitors, and the market as a whole. The fact that, in order for marketing information to be used in the strategic planning of a company, it should be up-to-date, appropriate, relevant, and complete, in other words, suitable for use. This study, thus, aimed to investigate the effect of marketing intelligence on the sales performance of commercial banks by taking five selected private commercial banks namely Awash, Cooperative Bank of Oromia, NIB, Dashen, and Abyssinia Bank.

The results of the findings illustrated that marketing intelligence has a positive and significant effect on enhancing the sales performance of commercial banks. Specifically, the product modification dimension had relatively the highest positive strong relationship ($r = .646, p < .05$) as well as the strongest effect ($B = .350, p < .05$) on sales performance. It is consistent with Al-Rfou's (2015) study which posits continuous product differentiation over competitors had a positive strong effect on sales performance. Marketers should gain more knowledge about customers and their behavioral thinking, which is necessary to understand the dynamics of their conscious and unconscious thinking that leads to the ultimate commercial success (Al-Abrash, 2014).

The relationship between private banks' business process and sales performance was found to be positive and moderate ($r = .470$), but had relatively the least effect on their sales performance ($B = .138, p < .01$). Ismail's (2011) study reveals that there is a positive relationship between utilizing and adopting effective and efficient marketing intelligence and the right decision-making, which also agrees with these research findings. Businesses often invest heavily to aggregate data from diverse systems and applications to create a whole-enterprise view to fully reflect the daily state of business, as well as support more effective, informed decisions (Rotich, 2016).

The strategic competitor's analysis has relatively the lowest positive moderate relationship with sales performance ($r = .312, p < .01$). Whereas, its effect on sales performance was found to be the least positive ($B = .089$) but statistically significant (almost negligible). It is also in line with McGonagle and Vella's (2012), that competitor intelligence embraces the use of public sources to expand data on competition, and competitors. Identifying consumers' needs is the first phase of competitive intelligence followed by the conversance of competitor strengths and weaknesses, estimation of likely activity and finally the determination of the company's strengths and weaknesses (Nwokah, 2008).

Next to product modification, Competitor's Business Process intelligence has relatively the highest relationship with ($r = .633, p < .01$) and highest effect ($B = .340, p < .01$) on sales performance. How effective the information obtained by marketing intelligence in terms of competitors' business processes (promotion, pricing, distribution, production, etc.) could serve in the current and future management plans of a company. It is also in support of Kenneth (2013). In his study on the role of sales staff in a marketing information system and their effect on sales performance in the case of the Pakistan mobile industry, the results indicate that competitor's process had a positive and significant effect on their sales performance.

Market information review has a positive and moderate relationship with sales performance ($r = .487, p < .01$), but preceded by business process modification, marketing information analysis has the least effect on sales performance ($B = .178, p < .001$). To a lesser degree, market intelligence serves those in market planning by providing retrospective data on the success and failure of their own sales efforts (McGonagle and Vella, 2012).

It can be concluded that the results of the findings revealed marketing intelligence has a positive and significant effect on enhancing the sales performance of commercial banks. Marketing knowledge or intelligence from the company side, competitor side, and the overall marketing information analysis are required to enhance sales performance. Knowledge in the area of what product a bank is developing, how its functional processes facilitate and support the business, to what extent the offers of strategic competitors are good predictors of the sales performance.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Summary of Major Findings

Based on the results of the analyses, the following major findings are summarized as follows:

Specific Objective -1. The effect of Product Modification on Sales Performance

- The grand mean of product modification was found to be $M = 3.81$
- Majority of the branch managers had a positive attitude toward the product modification intelligence (Mean = 3.81, SD = 1.201). In regards to banks' effort in gathering information to imitate the quality of service offered in the market, and identify new/ unique banking services (niche market).
- Product modification dimension has relatively the highest positive and strong relationship with ($r = .646, p < .05$) as well as the strongest effect ($B = .401, p < .01$) on sales performance.

Specific Objective -2. The effect of Process Modification on Sales Performance

- As far as the banks' business process modification intelligence, the scored grand mean value was found to be $M = 3.82$ with $SD = 1.414$. The majority of the branch managers agreed that the banks have flexible HR policies to develop staff's intelligent competence. But the respondents had a neutral stand regarding management's dedication to facilitating ease of access for customers to communicate with the banks.
- The relationship between private banks' business process and sales performance was found to be positive and moderate ($r = .470$), and also has relatively the least effect on their sales performance ($B = .135, p < .01$.)

Specific Objective -3. The effect of Strategic Competitors' Analysis on Sales Performance

- The branch managers slightly agreed with the strategic competitors' analysis intelligence often carried out by the concerned managers ($M = 3.55, SD = 1.183$).

- The respondents had certain doubts on commitments of marketing intelligence in regards to identifying strategic competitors, tackling competitors' surprises proactively, and developing tailor-made products for customers.
- The strategic competitor's analysis has relatively the lowest positive and moderate relationship with sales performance ($r = .312$, $p < .01$). Whereas, its effect on sales performance was found to be the least positive ($B = .089$) but statistically significant (almost negligible).

Specific Objective -4. The effect of Competitor's Business Process Analysis on Sales Performance

- Similarly, the majority of the branch managers agreed with the banks' intelligence on the competitor's business process (Mean = 3.64, SD = 1.278).
- They strongly believed that competitors took prompt reactive action to the prior trends of other banks. However, the branch managers showed their neutral stand on attentively following competitors' plans, and utilization of intelligence analyses to predict the reactions of each competitor bank intended to offer.
- Next to product modification, Competitor's Business Process intelligence has relatively the highest relationship with ($r = .633$, $p < .01$), and highest effect ($B = .340$, $p < .01$) on sales performance.

Specific Objective -5. The effect of Market Information Analysis on Sales Performance

- Finally, the majority of the respondents also agreed with the banks' overall marketing analysis as the grand mean value was found to be 3.84 (SD = 1.647).
- In their marketing analysis, the banks consider the opportunity, and competitive risks, review regulatory provisions, modifying their strategies to add value.
- Market information review has a positive and moderate relationship with sales performance ($r = .487$, $p < .01$), but preceded by business process modification, marketing information analysis has the least effect on sales performance ($B = .178$, $p < .001$).

5.2. Conclusions

This study aimed to investigate the effect of marketing intelligence on the sales performance of commercial private banks by taking five selected private commercial banks namely Awash, Cooperative Bank of Oromia, NIB, Dashen, and Abyssinia Bank.

The results of the findings revealed that marketing intelligence has a positive and significant effect on enhancing the sales performance of commercial private banks. Marketing knowledge or intelligence from the company side (product and process modification), competitor side (strategic competitor's move and their business process), and the overall marketing information analysis are required to enhance sales performance. Knowledge in the area of what product a bank is developing, its functional process to facilitate the business, strategic competitor offers their moves in favor/against others, as well as an understanding of the nature of the market, determine the survival and sustainability of commercial banks. This implies that marketing intelligence in terms of product modification, process modification, strategic competitor's analysis, competitors' business process, and marketing information review have a significant influence on the escalating sales performance of the private commercial banks.

It can be concluded that private commercial banks benefit from the marketing information in the forecasting of sales opportunities and threats in the target market. Utilizing the intelligence information in determining the market opportunity and competitor threats, and gathering sufficient and reliable information from both internal and external sources is mandatory. However, intelligence without demonstrating proactive measures would have been nothing. That means, commercial banks strive to establish a strong marketing intelligence workforce by investing huge resources but ends up being a follower of other banks' strategy. It is one of the main characteristics of the Ethiopian private banking industry. Therefore, sufficient information from internal staff along with intelligence surveillance of strategic competitors help to identify the technological and other market trends to enhance overall sales performance and improve organizational performance at large.

5.3. Recommendations

Marketing intelligence has become one of the prominent marketing strategies to understand the existing and potential market opportunities along with overcoming the influence of competitor threats. Commercial banks are well-known for operating a highly intensive competitive market that forces them to invest their valuable resources to build strong intelligence in the field of marketing but mostly they end up engaged in imitating what “pioneer” banks did. That means, most of the marketers or branch managers follow other banks’ advancements in technology, business process, management styles, etc. The need for identifying and understanding to what extent marketing intelligence affects the sales performance of the banks is undeniable. Thus, based on the findings and conclusions, the following possible suggestions are forwarded:

- Private Banks strive for gathering and analyzing information to imitate the quality of service offered in the market as well as identify new/ unique banking services (niche market). However, the majority of the branch managers believed that the banks are characterized by imitation. Such a reactive strategy doesn’t enhance the sales performance of the company. Thus, the management of private banks is advised to take proactive measures to understand the market needs and develop their own unique (innovative) product/service to supply to the market.
- The branch managers had certain doubts on commitments of marketing intelligence in regards to identifying strategic competitors, tackling competitors’ surprises proactively, and developing tailor-made products for customers. Poor business processes are bottlenecks for the success of a bank’s business activity. Thus, the management of private banks is required to exhaustively gather sufficient information to improve their working processes.
- In the private banking industry of Ethiopia, business imitation is a common practice. That might be the reason for the homogeneity of banking services emanated from. Competitors took prompt reactive action to the prior trends of other banks. However, the utilization of intelligence analyses to predict the reactions of each competitor bank is very poor. Thus, the management of the banks needs to analyze marketing intelligence information by

adopting appropriate operational scientific tools or IT technologies to support higher management decisions.

- Monitoring competitors' business processes and taking proactive action has a positive and significant effect on sales performance. However, managers are reluctant to take action in time in most cases. Therefore, marketing managers should work closely with higher management to pursue the importance of promptly reacting to competitors' moves. It is advisable to update higher officials continuously to facilitate and take timely decisions according to the analyzed intelligent information.
- Periodic and continuous marketing information review is carried out in private banks. In their marketing analysis, the banks consider the opportunity, and competitive risks, review regulatory provisions, modifying their strategies to add value. However, most managers are reluctant to take the business risk. However, marketing information review has a positive and significant effect on sales performance. Thus, management in each hierarchy should consider any piece of information to understand the nature of the existing market.

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Appendices

Appendix – I

St. MARY’S UNIVERSITY
SCHOOL OF GRADUATES
DEPARTMENT OF MARKETING MANAGEMENT

(Survey Questionnaire to be filled by Bank Staff)

Dear Respondent,

I am a postgraduate student at St. Mary’s University, School of Graduates, and the department of marketing management. I am currently conducting my research entitled “*The effect of marketing intelligence on sales performance: the case of private banks in Addis Ababa*” as partial fulfillment of the requirements for the award of a master of art degree in Marketing. This particular questionnaire is intended to gather data on the perception of sales and marketing staff of private commercial banks to establish the relationship between marketing intelligence practices and sales performance of private banks based on the perception of the respective employees.

The data to be gathered through this instrument is utterly for academic purposes. Please be honest in filling out this questionnaire, as the results of this study can be used as a basis for further study. Your confidentiality will be protected and any information collected in this Study will be granted full confidentiality. Any information that you provide will be treated with optimum confidentiality applied for academic research. Please don’t hesitate to contact me if you have any doubts, comments, or suggestions regarding the content and the subject matter as well.

Sincerely,

Semha Mohammed

Mobile Number: +251911686260

E-mail address: semhaqt@gmail.com

Part I. General Information

Direction: Please Select An Appropriate Option By Encircling An Appropriate Option.

- 1. **Gender:** 1. Female 2. Male
- 2. **Age :** 1. 21- 30 years 2. 31 - 40 years 3. 41–50
4. Above 50
- 3. **Education:** 1.High School Certificate 2. Degree 3. Masters
4. Ph.D. 5. Other, Please Specify_____
- 4. **Income (Birr):** 1. < 15,000 2. 15,000 – 30,000 3. 30,001 - 45,000 4. >45,000
- 5. **Service Year in Current Position:** 1. Less than 5 years 2. 5 – 9 years 3. 10 - 14 years
4. 15 years and above

Part II. Study Questions Related To Marketing Intelligence and Sales Performance

Direction: Please read each statement carefully and show your level of agreement/Disagreement on the following statements about the **Influence of Market Intelligence Dimensions on Sales Performance** by **encircling** the appropriate number using the following 5-scale Likert scales: Where, 1=Strongly Disagree (SDA); 2= Disagreed (DA); 3= Neutral (N); 4= Agreed (A) =2, And Strongly Agreed (SA) =1

Marketing Intelligence		SDA	DA	N	A	SA
V-1 : Product Modification						
PMOD1	The bank gathers enough information to find out the prices of banking services on the market	1	2	3	4	5
PMOD2	The bank uses all possible sources to gather information on the kind /quality of services offered in the market.	1	2	3	4	5
PMOD3	The bank is working on improving the showing of services (promoting more relevant benefits from the results of the information analysis).	1	2	3	4	5
PMOD4	The bank measures the level of its product/service in comparison with competitors' specification	1	2	3	4	5
PMOD5	The company is developing its services and adding features to its content benefiting from the information available to them.	1	2	3	4	5
PMOD6	The bank focuses on techniques of modifying current marketing products/ strategies	1	2	3	4	5

V-2: Process Modification						
BMOD1	The bank allocates sufficient budget to mitigate hindrance against precise information gathering	1	2	3	4	5
BMOD2	The bank has a flexible human resource policy to develop the competence in information gathering	1	2	3	4	5
BMOD3	The company is reviewing the activities/ operations of its different units based on the information gathered from the market	1	2	3	4	5
BMOD4	The bank is working to cancel unnecessary processes or refined activities based on the information gathered from the market	1	2	3	4	5
BMOD5	The company is working to open the way for customers to communicate with them and to participate in determining the appropriate services for their needs	1	2	3	4	5
BMOD6	The bank focuses on internal processes/techniques of modifying the current marketing product strategy	1	2	3	4	5
V-3: Competitor's Strategic Analysis						
CSTR1	The bank identifies its existing/ potential competitors through the information gathering	1	2	3	4	5
CSTR2	The bank gathers information to determine the size of competitors' investments in the market.	1	2	3	4	5
CSTR3	The bank uses the reports/information published regarding the knowledge, objectives, plans, policies, or tactics of competitors	1	2	3	4	5
CSTR4	The bank benefits from the information received to avoid competitors' surprises (or reduce the time of the company's reactions)	1	2	3	4	5
CSTR5	The bank undertakes a strategic analysis of its competitors' products/services to develop tailor-made products for its customers	1	2	3	4	5
V-4: Competitor's Business Process						
CPRS1	The bank determines the extent of competitors' response to the prior trends of the company	1	2	3	4	5
CRPS2	The bank works to monitor competitors to know the processes of change in their structures, strategies, technology adopted, etc.	1	2	3	4	5
CPRS3	The bank checks to find out competitors' market sites to see their marketing activities	1	2	3	4	5
CPRS4	The bank analyzes the processes of other banks' service offerings	1	2	3	4	5

CPRS5	The bank strives for identifying the markets in which competitors plan to enter in the future.	1	2	3	4	5
CPRS6	The bank utilizes the results of the analysis of information to predict the reactions of each competitor to the services offered by the bank	1	2	3	4	5
V-5: Marketing Information Review						
MREV1	The bank analyzes the opportunities based on the information gathered from the market	1	2	3	4	5
MREV2	The bank analyzes the competitive risks based on the information gathered from the market	1	2	3	4	5
MREV3	The bank analyzes its weakness that can be improved through bank assurance.	1	2	3	4	5
MREV4	The bank focuses on identifying ways to modify its current strategy to add value for customers.	1	2	3	4	5
MREV5	The bank reviews regulatory provisions to ensure pertinent information on banking is gotten	1	2	3	4	5

Part III: Sales Performance

Direction: Please read each statement carefully and show your level of agreement/Disagreement on the following statements about **Measures of Sales Performance** by **encircling the appropriate number** using the following 5-scale Likert scales: **Where, 1=Strongly Disagree (SDA); 2= Disagreed (DA); 3= Neutral (N); 4= Agreed (A) =2, And Strongly Agreed (SA) =1**

V-6: Sales Performance						
SPER1	The bank has managed to reduce process delays to enhance customers service delivery rates	1	2	3	4	5
SPER2	The use of marketing information systems has enabled the bank to achieve its targeted loan portfolio	1	2	3	4	5
SPER3	Continuously increased the number of products/ services due to the use of information systems	1	2	3	4	5
SPER4	Adoption of marketing information systems has led to increased market share	1	2	3	4	5
SPER5	Overall marketing efficiency of the bank has been enhanced due to the effective use of information systems	1	2	3	4	5

Thank you for Your Valued Time!!!

Appendix – II

Rank	Bank	Gross Profit / Earning in ETB	Net Profit / Earning in ETB
1.	Awash Bank	4.82 billion	3.39 billion
2.	Dashen Bank	2.4 billion	1.7 billion
3.	Abyssinia Bank	2.05 billion	1.34 billion
4.	Cooperative Bank of Ethiopia	1.7 billion	1.32 billion
5.	Nib International Bank	1.62 billion	1.21 billion
6.	Hibret Bank	1.44 billion	
7.	Zemen Bank	1.29 billion	952.6 million
8.	Abay Bank	1.15 billion	847.1 million
9.	Oromia International Bank	1.13 billion	
10.	Bunna Bank	937 million	670.5 million
11.	Berhan Bank	920.6 million	
12.	Lion (Anbessa) International Bank	414 million	334.5 million
13.	Addis International Bank	368.8 million	271.2 million
14.	Enat Bank	289.4 million	
15.	Dehub Global Bank	262.3 million	184.2 million
16.	Wegagen Bank	193.1 million	