



FACULTY OF BUSINESS

DEPARTMENT OF MARKETING MANAGEMENT

**ASSESSMENT OF THE MARKET DEVELOPMENT
STRATEGIES IN DELUXE FURNITURE ADDIS ABABA**

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Dec, 2024

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Declaration

I, Hundaol Abebe Moti, hereby declare that this research paper titled “**Assessment of Market Development Strategies in Deluxe Furniture Addis Ababa**” is my original work and has not been submitted for any degree or diploma in any university. All sources of information utilized in the preparation of this work have been duly acknowledged.

I further affirm that this paper has been conducted under the guidance and supervision of Dr. Getachew Mohammed, PhD, and adheres to the ethical standards of academic research.

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Date: January 2025

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**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

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ACKNOWLEDGMENT

I would like to express my sincere gratitude to the Almighty God for granting me the strength and perseverance to complete this research. My deepest thanks go to my advisor Dr. Getachew Mohammed, PhD for his invaluable guidance and constructive feedback throughout the process.

I also extend my heartfelt thanks to the management and employees of Deluxe Furniture for their cooperation in providing the necessary data. Finally, I am grateful to my family, friends, and colleagues for their unwavering support and encouragement.

Abstract

This study assesses the market development strategies employed by Deluxe Furniture in Addis Ababa, evaluating their effectiveness in driving business growth, increasing market share, and enhancing customer satisfaction. Using a descriptive research design, the study integrates both quantitative and qualitative methodologies. Primary data were collected via structured questionnaires distributed to employees, customers, and management, while secondary data were obtained from company records, academic literature, and industry reports. Findings reveal that Deluxe Furniture's product variety, quality, and customization options effectively cater to diverse consumer needs. However, opportunities for improvement were identified in after-sales support and the frequency of promotional activities. Pricing strategies were deemed competitive and transparent, although respondents recommended the introduction of more dynamic pricing models and promotional incentives to attract a broader customer base. Distribution strategies, including accessible branch locations and a robust online presence, were highlighted as strengths, with further suggestions to expand delivery services for enhanced flexibility. Promotional efforts significantly influenced purchasing decisions, yet a need for more interactive and customer-centric approaches, such as personalized marketing and social media engagement, was noted.

The study concludes that Deluxe Furniture's market development strategies have successfully positioned it as a leading player in the Ethiopian furniture market. Nonetheless, addressing gaps in promotional efforts, delivery efficiency, and after-sales services can further strengthen its market presence. Recommendations include leveraging data analytics, expanding geographic reach, enhancing e-commerce capabilities, and introducing eco-friendly product lines to align with consumer trends. This research provides actionable insights for management while contributing to the broader understanding of market development strategies in Ethiopia's furniture industry.

Keywords: *market development strategies, Deluxe Furniture, Addis Ababa, product quality, competitive pricing, e-commerce, promotional activities, after-sales support, Ethiopian furniture industry.*

Table of Contents

Declaration	ii
ACKNOWLEDGMENT	iv
Abstract	v
List of Tables	ix
List of Figures	x
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the problem	4
1.3 Objectives of the research	5
1.3.1 General objective	5
1.3.2 Specific objectives	5
1.4 Research questions.....	5
1.5 Significance of the study.....	6
1.6 Scope of the Study	6
1.7 Limitation of the study.....	7
1.8 Organization of the study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1. Theoretical Literature	8
2.1.1. Market Development Strategies.....	8
2.1.2. Elements of Market Strategies	8
2.1.2.1. Market Research	8
2.1.2.2. Segmentation, Targeting, and Positioning (STP)	9
2.1.2.3. Evaluation and Control	9
2.1.3. Marketing Mix (4Ps).....	9
2.2.1. Market Segmentation	12

2.2.2. Distribution Strategies	12
2.2.3. Product Innovation.....	13
2.2.4. Digital Marketing Influence.....	13
2.2.5. Consumer Behavior and Preferences	13
CHAPTER THREE.....	15
RESEARCH DESIGN AND METHODOLOGY.....	15
3.1. Research Approach	15
3.2. Research Design.....	15
3.3. Target Population.....	16
3.4. Sources of Data and Data Collection Method.....	17
3.4.1. Sources of Data	17
3.4.2. Data Collection Method.....	17
3.5. Reliability and Validity of Data Collection Methods	17
3.6. Data Analysis Method.....	17
3.6.1. Descriptive Statistical Analysis	17
3.6.2. Inferential Statistical Analysis	18
3.7. Ethical Considerations	18
CHAPTER FOUR.....	19
4. DATA ANALYSIS RESULTS AND DISCUSSIONS	19
4.1. Data Preparation and Cleaning	19
4.2. Validity and Reliability.....	19
4.2.1 Validity	20
4.2.2 Reliability.....	20
4.3 Socio-demographic Profile of Respondents.....	21
4.4 Analysis on the Main Study Variables.....	25
4.4.1 Descriptive Statistics of Product.....	25
4.4.2 Descriptive Statistics of Price	26

4.4.3 Descriptive Statistics of Place.....	28
4.4.4 Descriptive Statistics of Promotion	29
4.4.5 Descriptive Statistics of Market Strategies	31
4.5 Correlation Analysis of Key Marketing Variables and Market Strategies.....	32
4.6 Regression Analysis.....	34
CHAPTER FIVE	38
5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION	38
5.1 Summary of Findings.....	38
5.2 Conclusion	39
5.3 Recommendations.....	40
References	42
APPENDICES	45

List of Tables

Table 0.1 Case Processing Summary	19
Table 0.2 Reliability Statistics	20
Table 0.3 Gender.....	21
Table 0.4 Age group	22
Table 0.5 Education Background.....	23
Table 0.6 Year of the job experience	24
Table 0.7 Descriptive Statistics of Product.....	25
Table 0.8 Descriptive Statistics of Price	26
Table 0.9 Descriptive Statistics of Place.....	28
Table 0.10 Descriptive Statistics of Promotion	29
Table 0.11 Descriptive Statistics of Market Strategies	31
Table 0.12 Correlation Analysis of Key Marketing Variables and Market Strategies	32
Table 0.13 Variables Entered/Removed	34
Table. 0.14 Model Summary	35
Table 0.15 ANOVA.....	35
Table 0.16 Coefficients.....	36

List of Figures

Figure 1 Conceptual Framework of the Study	14
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CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Market development is the strategy of reaching new markets with the existing products of the organization. Market development strategies are crucial for organizations aiming to expand their footprint and drive growth in an increasingly competitive landscape. This approach focuses on introducing existing products or services to new markets or segments, thereby unlocking potential revenue streams. The effectiveness of these strategies can significantly impact a company's overall performance, making it essential to assess and refine them continually.

One of the foundational theories in this area comes from Ansoff (1957), who introduced the Ansoff Matrix, which categorizes growth strategies, including market development. His framework suggests that successfully entering new markets can mitigate risks associated with market saturation and declining sales. Understanding the nuances of market development allows businesses to strategically allocate resources and prioritize opportunities.

Kotler and Keller (2016) emphasize that market segmentation is vital for successful market development. They argue that by identifying specific segments within a larger market, organizations can tailor their marketing strategies to meet the unique needs of those consumers. This targeted approach enhances the likelihood of successful market penetration and can improve customer retention rates.

The significance of consumer behavior in market development is highlighted by Solomon (2018), who discusses how understanding customer preferences, motivations, and decision-making processes can help businesses position their products more effectively. By analyzing these factors, companies can better align their offerings with market demand, thereby increasing their chances of success in new territories.

Moreover, Taneja and Toombs (2014) underscore the importance of strategic partnerships and collaborations in enhancing market development efforts. Their research suggests that forming

alliances with local firms can provide invaluable insights into market dynamics and consumer behavior, facilitating smoother entry and expansion.

In assessing the effectiveness of market development strategies, Hollensen (2015) notes the importance of performance metrics. He argues that organizations should establish clear criteria for evaluating success, including sales growth, market share, and customer acquisition costs. Regularly analyzing these metrics enables businesses to adjust their strategies proactively and remain competitive.

Coleman (2020) defines it as a process by which a company looks for new buyers to sell its products, thereby covering a new segment of consumers. It is the expansion of the total market for a product by entering new segments of the market and converting non users to users. An organization cannot continue to dwell in its old market(s) even when there is an opportunity to introduce its offerings to markets other than those it is serving. The need for market development stems from the fact that if a business has a single product that targets a single market, sales grow by increasing market penetration and markets share for that product in that market. Eventually, as the market becomes saturated, growth slows down substantially and may stagnate. For this reason, successful businesses are always considering entering new markets for their existing products. A business can also develop new markets for new products (diversification) but this study dwells on market development for existing products. Many strategies abound for the development of markets segmentation, new price implementation; new distribution channels, branding and promotion are common types (Spacey 2017; Inyanga 1998). Segmentation is the grouping of customers according to similarity of needs, characteristics or requirements. The essence is to satisfy the needs of a specifically defined homogeneous group of customers. Developing new distribution channels is a part of segmentations, though it is treated separately in this study. The third strategy evaluated in the study is pricing. Implementing a price strategy (eg penetration) that targets a set of customers is key to market development.

In conclusion, the assessment of market development strategies is a critical component of organizational growth and sustainability. Businesses can develop a robust framework for evaluating their market development efforts. A thorough assessment not only aids in identifying successful strategies but also highlights areas for improvement, ensuring that organizations can

adapt to ever-changing market conditions and consumer demands. Ultimately, a strategic approach to market development can lead to enhanced competitive advantage, increased market share, and long-term profitability.

Deluxe Furniture, a division of Minaye PLC, has been operating in the furniture business sector since January 2003. The company specializes in high-quality office furniture, home furnishings, vertical blinds, and safes, sourcing products from renowned furniture manufacturers worldwide. Deluxe Furniture offers a variety of materials and textures, designed to cater to diverse consumer tastes across various style categories, including traditional, modern, and contemporary designs. Additionally, the company specializes in custom-made vertical blinds available in various colors and styles. The main branch of Deluxe Furniture is located on Rep. Congo Street in the Bole Minaye Building in the Old Airport area of Addis Ababa. The company also has three showrooms: Wollo Sefer Tebabber Berta Building, Cathedral Churchill Avenue Eliana Mall, and a branch in Hawassa, commonly known as “Areb Sefer.”

Deluxe Furniture is a leading supplier of office, home, cafeteria, bar, and restaurant furniture, as well as safe boxes, metal cabinets, vertical blinds, mattresses, porcelain tiles, and more. The company also manufactures kitchen cabinets, beds, wardrobes, and various office furniture. With a market-leading position, Deluxe Furniture operates eight branches in Addis Ababa and one in Hawassa, totaling over 6,600 square meters of showroom space, with plans for further expansion into other major towns in the country in the near future.

After 18 years in business, Deluxe Furniture has established itself as an expert in the industry, receiving numerous letters of recommendation from various companies for its quality products, reasonable pricing, exceptional customer service, efficient delivery and assembly, and outstanding after-sales support, including free maintenance services and reasonably priced spare parts. The company aims to provide home and office furnishings that create beautiful and comfortable environments for its customers. As a family-owned business, Deluxe Furniture is committed to building long-term relationships with its customers by offering an outstanding shopping experience and exceptional customer service, encapsulated in their slogan: “The Difference is Visible.”

Deluxe Furniture serves as the sole agent for all its suppliers, who are recognized with numerous awards and quality certifications. The company offers a wide range of furniture from secretarial chairs to presidential desks for offices and children's beds to luxurious sofa sets for homes, along with custom-made vertical blinds, top-quality granite and porcelain tiles for flooring, and fireproof cabinets and security products from Diplomat Safe, a leading global supplier of security products, all of which carry international quality, safety, and assurance certifications.

1.2. Statement of the problem

The furniture industry faces significant challenges as consumer preferences evolve and competition intensifies. For furniture companies, effective market development strategies are crucial for maintaining competitive advantage and achieving sustainable growth. However, many furniture companies struggle to identify and implement strategies that resonate with new and existing markets.

Research indicates that a lack of comprehensive market analysis can lead to ineffective positioning and missed opportunities. For example, Tynan et al. (2010) highlight that businesses

often overlook the importance of understanding consumer behavior and market trends, which can result in poorly targeted marketing efforts. Additionally, according to Luchs et al. (2010), furniture companies must adapt to shifting consumer preferences towards sustainability and customization, which complicates traditional market development strategies.

Moreover, rapid advancements in e-commerce and digital marketing have transformed how consumers interact with furniture brands. As noted by Verhoef et al. (2015), companies must integrate both online and offline strategies to effectively reach their target audience, yet many lack the tools and methodologies to assess their effectiveness.

This study aimed to investigate the current market development strategies employed by furniture companies, assess their effectiveness, and identify key factors that contribute to successful market penetration. By analyzing these strategies through a robust framework, the research provided actionable insights that can enhance decision-making and improve market performance for furniture companies.

1.3 Objectives of the research

1.3.1 General objective

The primary objective of this study was to analyze and develop effective market development strategies for the Deluxe Furniture that enhances its market presence, improve sales performance, and increase customer engagement.

1.3.2 Specific objectives

The study focused on the following specific objectives:

1. To identify and segment potential target markets for the Deluxe furniture, and to assess the current market trends and consumer preferences within the furniture industry to identify growth opportunities
2. To develop specific market development strategies, including product diversification, pricing strategies, promotional tactics, and distribution channels.
3. To create a detailed implementation plan outlining the steps required to execute the identified market development strategies.
4. To evaluate the effectiveness of these market development strategies.

1.4 Research questions

1. What criteria should be used to identify potential new markets for expansion in the furniture industry?
2. What are the key factors influencing consumer purchasing decisions in the furniture market?
3. What distribution strategies should Deluxe Furniture adopt to maximize reach in new markets?
4. How can product innovation be utilized as a strategy for market?
5. How does digital marketing influence consumer behavior in the furniture industry?

1.5 Significance of the study

The findings of this study are expected to provide valuable insights for the managers and owners of Deluxe Furniture, aiding them in making informed decisions regarding the key variables necessary for developing effective marketing strategies. Additionally, the results will help policymakers both organizations and individuals who are involved in formulating marketing strategies. The study may also benefit stakeholders by providing relevant information about market development strategies. Furthermore, it serves as a foundational resource for academics and practitioners focusing on similar topics, particularly in the context of marketing development strategies in business organizations. Ultimately, the study aimed to stimulate further research interests among academics and students in the area of marketing strategies.

1.6 Scope of the Study

This study was limited in terms of geography, thematic focus, and methodology. Geographically, it will exclusively examine five branches of Deluxe Furniture located in Addis Ababa. Thematically, the study will assess the market development strategies employed by Deluxe Furniture.

The conceptual scope includes the following areas:

- Assessment of Competitors: Conducting a SWOT analysis to identify the strengths, weaknesses, opportunities, and threats faced by competitors.
- Demographic Analysis: Examining demographic factors such as age, income, and lifestyle influences on consumer furniture choices.

Methodologically, the study utilized a combination of qualitative and quantitative research methods, including surveys, interviews, and focus groups. It also incorporated case studies of successful market development strategies within the furniture industry. Data was collected from existing furniture retailers, customer feedback, and market research firms.

1.7 Limitation of the study

This analysis is based on data provided by the Deluxe Furniture, which may introduce bias or incompleteness. Limited access to external market data and competitor analysis may restrict the depth of insights. The study may also face constraints due to the limited time frame for data collection and analysis. Additionally, rapid changes in consumer preferences, market trends, and economic conditions may affect the relevance of the findings over time.

The furniture market is influenced by various external factors, including economic fluctuations, shifts in consumer behavior, and technological advancements. These dynamic elements may impact the effectiveness of the recommended market development strategies. Recognizing these limitations helped contextualize the study's findings and provide a balanced perspective on its contributions and shortcomings.

1.8 Organization of the study

This research was structured to comprehensively address the research objectives and answer the questions posed in the introductory section. The study was divided into five chapters as follows:

Chapter One: Covered the introductory aspects, including the background of the study, statement of the problem, research questions, objectives of the study, significance, scope, and limitations of the research.

Chapter Two: Focused on the review of related literature, providing both theoretical and empirical reviews to establish the foundation for the research.

Chapter Three: Detailed the research methodology, including the research design, target population, sampling techniques, data collection methods, and data analysis techniques.

Chapter Four: Presented the data analysis, results, and discussions, offering insights into the main findings and how they addressed the research questions. It highlighted key trends and relationships observed in the collected data, supported by tables, graphs, and statistical interpretations.

Chapter Five: Provided a summary of findings, conclusions, and actionable recommendations for enhancing Deluxe Furniture's market development strategies. It also discussed the implications of the findings and suggested potential areas for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Literature

2.1.1. Market Development Strategies

Market development strategies are vital for businesses seeking growth, especially in competitive industries like furniture. According to Ansoff's Matrix (Ansoff, 1957), market development involves entering new markets with existing products, which can be achieved through various means such as geographic expansion, targeting new demographics, or adopting innovative marketing practices.

In the furniture industry, market development strategies must consider evolving consumer preferences, particularly towards sustainability and customization (Luchs et al., 2010). This theoretical perspective suggests that businesses must align their offerings with consumer values to maintain competitiveness.

2.1.2. Elements of Market Strategies

Marketing strategy encompasses a comprehensive plan that outlines how a company intends to reach its target market and achieve its business objectives. The core elements of a marketing strategy typically include market research, segmentation, targeting, positioning, the marketing mix (product, price, place, promotion), and evaluation and control. Understanding these elements is crucial for developing an effective marketing strategy that resonates with consumers and drives business success.

2.1.2.1. Market Research

Market research involves gathering, analyzing, and interpreting information about a market, including data on consumers, competitors, and industry trends. It serves as the foundation for informed decision-making in marketing strategy.

Kotler and Keller (2016) emphasize that effective market research allows companies to understand consumer needs and preferences, which is critical for designing products and services that meet those needs. In their article, "The Importance of Market Research in Strategic Planning,"

McDonald and Wilson (2016) argue that continuous market research is essential for adapting strategies to changing market conditions.

2.1.2.2. Segmentation, Targeting, and Positioning (STP)

The STP process involves identifying distinct groups within a market, selecting target segments, and developing a positioning strategy to appeal to those segments. This approach enables companies to tailor their marketing efforts to specific consumer needs.

Smith (1956) laid the groundwork for market segmentation by advocating for a focused approach to target marketing. In a later analysis, Kotler and Armstrong (2018) describe how effective segmentation and targeting contribute to more personalized marketing efforts, enhancing customer engagement and loyalty.

2.1.2.3. Evaluation and Control

Evaluation and control involve assessing the performance of the marketing strategy and making necessary adjustments based on feedback and market changes. This ensures that the strategy remains effective and aligned with business objectives.

In their research, "Performance Measurement in Marketing: A Review and Framework," Ambler and Kokkinaki (1997) discuss the importance of performance metrics in evaluating marketing effectiveness. They suggest that ongoing evaluation allows businesses to adapt strategies to optimize performance continually.

2.1.3. Marketing Mix (4Ps)

The marketing mix consists of the four key elements: Product, Price, Place, and Promotion. These elements must work together to create a cohesive marketing strategy.

2.1.3.1. Product

In the 4P marketing mix, "Product" refers to what a company offers to customers. It encompasses the design, features, packaging, quality, and branding of the goods or services that a company provides.

A key aspect of developing a product is identifying the needs and wants of the target market. Companies must conduct market research to understand what customers are looking for, and then use that information to create products that will satisfy those needs.

Once a product is developed, companies must focus on branding and packaging to create a strong identity and appeal to their target audience. Branding helps differentiate a product from competitors and creates customer loyalty. Packaging, on the other hand, can affect the perception of the product's quality and its appeal.

Companies also need to consider the product lifecycle, which includes introduction, growth, maturity, and decline. This helps businesses determine when to launch new products, when to discontinue old ones, and how to modify existing products to stay competitive in the market.

2.1.3.2. Price

Price is one of the most important components of the 4P marketing mix. Setting the right price for a product or service can greatly impact its success. There are several key factors to consider when determining price.

- **Cost of production:** The cost of producing the product or service is a crucial factor to consider when setting the price. Companies must ensure that the price covers the cost of production while still generating a profit.
- **Competitors' prices:** It is important to analyze competitors' prices to determine a competitive price point. Companies can choose to price their products higher or lower than competitors, depending on factors like brand image and product differentiation.
- **Customer value:** The value that customers place on a product or service can impact its price. Companies must understand their target market and determine the maximum price that customers are willing to pay.
- **Marketing strategy:** The pricing strategy should align with the overall marketing strategy. For example, a company that focuses on a high-end, luxury image will likely set higher prices for its products.

- **Discounts and promotions:** Discounts and promotions can be used to attract customers and boost sales. Companies must carefully consider the impact of discounts and promotions on profit margins and overall revenue.
- **Seasonal factors:** Seasonal factors can impact pricing, with demand often fluctuating throughout the year. For example, prices for holiday products may be higher during the holiday season.

By taking these factors into account, companies can set a price that reflects the value of their product or service, while also remaining competitive in the market.

2.1.3.3. Place

The “Place” element of the 4P marketing mix refers to how a company distributes its products to customers. This includes the physical locations where the products are sold, the channels used to reach customers, and the logistics involved in getting products to customers.

One important factor to consider when determining the “Place” element is the target market. For example, a company selling luxury products may choose to sell its products in high-end boutiques, while a company selling everyday products may choose to sell its products in grocery stores or convenience stores.

Another important factor is the distribution channels used to reach customers. Companies can choose to distribute their products through wholesalers, retailers, or even directly to customers through e-commerce. The chosen distribution channel can have a significant impact on the availability and accessibility of the product to customers.

2.1.3.4. Promotion

Promotion is the fourth and final element of the 4P marketing mix. It includes all the methods used to communicate and promote a product or service to potential customers.

Promotion involves various strategies such as advertising, sales promotion, public relations, personal selling, and direct marketing.

Advertising is a paid form of promotion that can include print ads, online ads, radio and television commercials, billboards, and more. Sales promotion includes short-term incentives to boost sales, such as discounts, coupons, contests, and giveaways.

Public relations involve managing the company's image and reputation through various means, such as press releases, sponsorships, and events. Personal selling involves a direct, one-on-one interaction between a salesperson and a potential customer, and is often used for high-value or complex products.

According to Borden (1964), the marketing mix is essential for creating a successful marketing strategy. In their article, "The Marketing Mix: A Tool for Enhancing Customer Satisfaction," Gupta et al. (2018) emphasize that a well-balanced marketing mix can significantly enhance customer satisfaction and drive sales.

2.2. Empirical Literature

2.2.1. Market Segmentation

Empirical studies highlight the importance of market segmentation in identifying potential new markets. For instance, a study by Smith (1956) emphasizes the need for companies to segment their target markets based on demographic, psychographic, and behavioral factors. Recent research in the furniture sector demonstrates that successful segmentation can lead to more tailored marketing strategies and improved sales (Kotler & Keller, 2016).

2.2.2. Distribution Strategies

The role of distribution in market development has been explored by Verhoef et al. (2015), who suggest that an integrated approach to both online and offline channels is essential for reaching diverse consumer segments. Empirical evidence shows that companies utilizing omnichannel strategies see higher consumer engagement and sales (Brynjolfsson et al., 2013). For Deluxe Furniture, optimizing distribution strategies may involve leveraging e-commerce platforms while maintaining a strong presence in brick-and-mortar stores.

2.2.3. Product Innovation

Research indicates that product innovation is crucial for market development. According to Cooper (1990), companies that invest in innovative products can differentiate themselves in competitive markets. In the furniture industry, customization and sustainability are key trends that have emerged as essential components of product innovation (Luchs et al., 2010). Empirical evidence from various studies illustrates that companies adopting innovative practices in product design and functionality can enhance consumer appeal and market penetration (Baldwin et al., 2012).

2.2.4. Digital Marketing Influence

The rise of digital marketing has transformed consumer engagement in the furniture industry. Studies by Chaffey (2015) and Verhoef et al. (2015) indicate that digital marketing strategies significantly influence consumer behavior by enhancing brand awareness and facilitating personalized marketing experiences. For Deluxe Furniture, understanding the dynamics of digital marketing such as social media engagement, search engine optimization, and targeted advertising can provide insights into effectively reaching and influencing potential customers.

2.2.5. Consumer Behavior and Preferences

Understanding consumer behavior is fundamental to developing effective market strategies. Tynan et al. (2010) emphasize that a deep understanding of consumer motivations, needs, and purchasing patterns can lead to more effective marketing strategies. In the furniture industry, consumers increasingly prioritize eco-friendly products and personalized experiences, necessitating that companies adapt their offerings accordingly.

The Theory of Planned Behavior (Ajzen, 1991) also underscores the importance of attitudes, subjective norms, and perceived behavioral control in shaping consumer decisions. In the context of furniture, consumers may evaluate products based on sustainability, design, and price, impacting their purchasing decisions significantly.

2.3. Conceptual Framework of the Study

The 4Ps of marketing, developed by E. Jerome McCarthy in the 1960s, provide a framework for marketing strategy. They consist of Product, Price, Place, and Promotion. Here's a framework of each component:



Figure 1 Conceptual Framework of the Study

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Approach

To meet the study's objectives, both qualitative and quantitative approaches were employed. The combination of these approaches allowed for a comprehensive assessment of the marketing strategies implemented at Deluxe Furniture. The quantitative approach was utilized to collect numerical data through closed-ended questionnaires, ensuring measurable and comparable results. Meanwhile, the qualitative approach was incorporated through the analysis of secondary data, such as books, research papers, articles, journals, and reputable websites, providing contextual depth and supporting insights.

3.2. Research Design

This study adopted a descriptive research design to evaluate the marketing practices at Deluxe Furniture. Descriptive research focuses on observing and documenting phenomena as they naturally occur, rather than seeking to explain causal relationships. According to Pilot and Hurgler (1995), descriptive surveys are particularly useful for recording and analyzing the characteristics of a given situation. Similarly, Gay (1992) emphasizes that descriptive designs are effective in describing and understanding social phenomena using straightforward statistical measures. This research utilized closed-ended questionnaires as the primary data collection tool, while secondary data sources supplemented the analysis. The descriptive survey method has been widely recognized for its effectiveness in examining social issues, including attitudes, opinions, demographic data, and procedural assessments.

3.3. Target Population

The target population for this study included customers of the Company across its five branches in Addis Ababa, with a total of 100 respondents.

To determine the sample size for this population, Yamane's formula was used:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- N= 100 (total population size),
- e= 0.05 (margin of error for a 95% confidence level).

The sample size was calculated as:

$$n = \frac{100}{1 + 100(0.05)^2}$$
$$n = 80$$

Stratified Sampling

To ensure diverse representation, the study implemented stratified sampling by categorizing employees into strata based on specific characteristics such as:

- **Branch location:** Ensured each branch was represented in the sample.
- **Job role:** Included various positions within the marketing department, ensuring representation from all levels of responsibility.
- **Demographic factors:** Considered factors such as age, income level, and purchasing behavior among customers.

This approach ensured that the sample accurately reflected the structure of Deluxe Furniture's workforce across different branches, roles, and customer demographics, providing a comprehensive understanding of the market development strategies.

3.4. Sources of Data and Data Collection Method

3.4.1. Sources of Data

The study utilized both primary and secondary sources of data. The primary data was gathered through questionnaires, with responses collected from both employees in the marketing department and customers of Deluxe Furniture. Secondary data was collected from various academic resources, including books, research papers, articles, and online publications.

3.4.2. Data Collection Method

To assess marketing strategy practices, this study employed both primary and secondary data sources. Primary data was collected through questionnaires designed with closed-ended questions targeted at marketing department employees and customers. Before distributing the questionnaires, a pilot test was conducted with random respondents from the target population to ensure clarity and relevance of the questions. After refining the instrument, the questionnaires were distributed to the participants.

3.5. Reliability and Validity of Data Collection Methods

To ensure reliability, the questionnaires underwent a pilot test, and feedback was used to refine the questions. Validity was addressed by ensuring that the questions accurately measure the intended concepts related to marketing strategies.

3.6. Data Analysis Method

3.6.1. Descriptive Statistical Analysis

After validity test and the data collection, the collected data was analyzed and the final report was produced through central tendency measurements cumulative percentage and comparison of mean. In addition to this, with the help of SPSS, figures and table explanations are used to present and mean of the result.

3.6.2. Inferential Statistical Analysis

In inferential statistical analysis; correlation analysis method was utilized using statistical package for social sciences (SPSS) software.

Correlation

Correlation analysis was used to describe the degree of relationship among the variables. Since all variables are measured as an interval level, Pearson product moment correlation was used. Correlation outputs are always lies between -1.0 and +1.0 and if it's is negative, there exists a negative relationship between the variables; if it's positive, the relationship is positive.

Regression

Regression analysis was used to determine the extent to which one variable will predict the value of another. It provided a mathematical equation that models the relationship between dependent and independent variables. The output of the regression analysis include coefficients that indicate the strength and nature of the relationship between variables. The regression model helped in making predictions and understanding how changes in independent variables affects the dependent variable.

3.7. Ethical Considerations

Ethical considerations were prioritized throughout the research process. Participants were informed about the study's purpose and their right to confidentiality. Informed consent was obtained before data collection, and participants had the option to withdraw at any time without penalty. All data were stored securely and used solely for research purposes.

CHAPTER FOUR

4. DATA ANALYSIS RESULTS AND DISCUSSIONS

4.1. Data Preparation and Cleaning

Before conducting the main analysis, the dataset was reviewed to ensure completeness and readiness for analysis. The table below provides a summary of the cases processed:

Table 0.1 Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	80	100.0
	Excluded ^a	0	.0
	Total	80	100.0
a. Listwise deletion based on all variables in the procedure.			

Source: Own Survey, 2024

The Case Processing Summary table 1 above provides an overview of the dataset, highlighting the inclusion of all 80 cases (100%) in the analysis, with no exclusions. This indicates that the dataset is complete, containing no missing or invalid values based on the variables considered in the procedure. The method used for handling missing data was listwise deletion, which means that only cases with complete data for all variables were included. Since there were no excluded cases, the sample size remained intact, ensuring the reliability and validity of the analysis. This completeness makes the dataset robust and straightforward to analyze, though it is always essential to confirm that the data is representative of the population being studied.

4.2. Validity and Reliability

Kothari defines dependability as the capacity of the research or assessment to be reproduced or repeated. 2004). It reveals the degree to which the results observed are unaffected by measurement errors and how well each of the different measures, or evaluations agree with each other. in

calculating the variable. According to Sekaran (1996) and Melewar and Saunders (1999), reliability levels below 0.60 are considered poor, ones between 0.70 and 0.80 appropriate, and those over 0.80 good.

4.2.1 Validity

Before handing out the questionnaire to participants, the advisor reviewed the instruments to see if they measured what they were supposed to measure. Once the advisor gave their approval, it was considered that the questionnaire was valid and could be used for the study.

4.2.2 Reliability

Before the actual data collection, the researcher, conducted a reliability test on a group of selected students to ensure that the data collection instrument was consistent and dependable in measuring its intended purpose. The researcher distributed and collected questionnaires to measure the reliability of the instruments. Subsequently, the researcher used Cronbach's Alpha in SPSS 25 to analyze the results. The following table shows the results of the questionnaire's reliability test.

Table 0.2 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.789	25

Source: Own Survey, 2024

The Reliability Statistics table 2 above provides a measure of the internal consistency of the 25 items included in the analysis, as indicated by the Cronbach's Alpha value of 0.789. This value suggests a good level of reliability, meaning the items are reasonably consistent in measuring the same underlying construct. Typically, a Cronbach's Alpha value above 0.7 is considered acceptable, while values closer to 1.0 indicate higher reliability. With 25 items contributing to this analysis, the result implies that the scale used is sufficiently reliable for research purposes, ensuring confidence in the consistency of the responses across the dataset.

4.3 Socio-demographic Profile of Respondents

Understanding the socio-demographic characteristics of respondents is crucial for contextualizing research findings and interpreting their implications effectively. This section provides an overview of the demographic makeup of the study participants, including their gender distribution, age groups, and educational backgrounds, Year of job experience.

Table 0.3 Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	32	40.0	40.0	40.0
	female	48	60.0	60.0	100.0
	Total	80	100.0	100.0	

The gender distribution of respondents is summarized in the table 3 above. Out of the total 80 respondents, 32 (40.0%) are male, and 48 (60.0%) are female. This indicates that the majority of employees in the organization are female, reflecting the actual workforce composition at Deluxe Furniture. The data confirms that there are no missing or invalid entries for this variable.

This distribution provides a clear representation of the gender makeup of the respondents, which is essential for understanding the context of the study. It highlights that the organization employs more females than males, which may reflect broader organizational trends or industry norms in workforce demographics.

Table 0.4 Age group

Age group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	40	50.0	50.0	50.0
	31-40	21	26.3	26.3	76.3
	41-50	12	15.0	15.0	91.3
	51& above	7	8.8	8.8	100.0
	Total	80	100.0	100.0	

The age group distribution of respondents is outlined in the table 4 above. Out of the total 80 respondents, the largest proportion, 40 individuals (50.0%), falls within the 20–30 age group, indicating that half of the workforce is relatively young. The next largest group is 31–40 years, with 21 respondents (26.3%), followed by 41–50 years with 12 respondents (15.0%), and 51 years and above with 7 respondents (8.8%).

The cumulative percentages show a progressive increase, with the majority (76.3%) being 40 years old or younger, reflecting a youthful workforce in the organization. Only a smaller fraction, 15 respondents (18.8%), are above 40 years, which highlights that employees in the older age brackets are less represented.

This age distribution suggests a dynamic and potentially adaptable workforce, with a strong representation of younger employees who may bring energy and innovation to the organization. The smaller proportion of older respondents could reflect a trend toward younger hiring or workforce turnover within the organization.

Table 0.5 Education Background

Education Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	43	53.8	53.8	53.8
	First Degree	24	30.0	30.0	83.8
	Masters	12	15.0	15.0	98.8
	PHD	1	1.3	1.3	100.0
	Total	80	100.0	100.0	

The education background of the respondents is presented in the table 5 above. Among the 80 respondents, the largest group consists of individuals with a Diploma, totaling 43 respondents (53.8%). The next largest group includes respondents with a First Degree, accounting for 24 respondents (30.0%), followed by those with a Master's degree, representing 12 respondents (15.0%). A small proportion, just 1 respondent (1.3%), holds a PhD.

The cumulative percentages show that the majority of respondents (83.8%) have a diploma or a first-degree qualification, which suggests that most employees in the organization possess a solid educational foundation. The presence of individuals with a Master's degree indicates a higher level of expertise, while the small number with a PhD suggests that advanced academic qualifications are less common among the workforce.

This distribution provides valuable insight into the educational profile of the respondents, indicating a workforce with diverse qualifications, with a tendency toward practical qualifications (Diploma) and undergraduate degrees (First Degree). This may influence the perspectives and insights provided by the respondents in relation to their roles and experiences in the organization.

Table 0.6 Year of the job experience

Year of the job experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 Years	41	51.2	51.2	51.2
	6-10 Years	22	27.5	27.5	78.8
	11-15Years	12	15.0	15.0	93.8
	16-20 Years	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

The distribution of job experience among the respondents is shown in the table 6 above. Of the total 80 respondents, the largest group consists of individuals with 1-5 years of job experience, totaling 41 respondents (51.2%). The next group includes 22 respondents (27.5%) with 6-10 years of experience, followed by 12 respondents (15.0%) with 11-15 years of experience, and the smallest group, 5 respondents (6.3%), have 16-20 years of experience.

The cumulative percentages reveal that over three-quarters (78.8%) of the respondents have 10 years or less of job experience, indicating a relatively young and less experienced workforce. Only a small proportion (6.3%) have more than 15 years of experience, suggesting that the workforce is predominantly composed of individuals who are relatively new to their roles or are in the early to mid-stages of their careers.

This experience distribution provides insight into the organizational structure, highlighting that the majority of employees are likely to bring fresh perspectives and a dynamic approach to their work. The smaller number of employees with more extensive experience might influence the organization's approach to training, mentoring, and decision-making.

4.4 Analysis on the Main Study Variables

4.4.1 Descriptive Statistics of Product

Table 0.7 Descriptive Statistics of Product

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The variety of products offered by Deluxe Furniture meets the needs of different consumer segments.	80	3	5	4.63	.603
Deluxe Furniture's products are customized to suit individual customer preferences.	80	3	5	4.13	.700
The quality of the products offered by Deluxe Furniture is higher compared to other furniture retailers.	80	3	5	4.31	.686
Deluxe Furniture frequently introduces new products to the market.	80	3	5	4.19	.731
I am satisfied with the after-sales support for the products I have purchased from Deluxe Furniture.	80	3	5	4.12	.862
Valid N (listwise)	80				

The Descriptive Statistics of table 7 above summarizes the responses to five key statements about Deluxe Furniture, based on data from 80 respondents. The statement "The variety of products offered by Deluxe Furniture meets the needs of different consumer segments" received a high mean of 4.63, indicating strong agreement, with a low standard deviation of 0.603, suggesting consistent responses. The statement "Deluxe Furniture's products are customized to suit individual customer preferences" had a mean of 4.13 and a standard deviation of 0.700, showing general agreement but with slightly more varied opinions. For "The quality of the products offered by Deluxe Furniture is higher compared to other furniture retailers," the mean was 4.31 with a standard deviation of 0.686, reflecting a strong belief in the superior quality of the products,

although there was some variation in responses. The statement "Deluxe Furniture frequently introduces new products to the market" had a mean of 4.19 and a standard deviation of 0.731, indicating that most respondents agreed, but there was more variation regarding the frequency of new product introductions. Finally, the statement "I am satisfied with the after-sales support for the products I have purchased from Deluxe Furniture" received a mean of 4.12 and a standard deviation of 0.862, suggesting overall satisfaction with after-sales support, though the higher standard deviation indicates a wider range of satisfaction levels. Overall, the data shows that respondents have generally positive views of Deluxe Furniture's offerings, with some variation in opinions, particularly regarding product customization, new product introductions, and after-sales support.

4.4.2 Descriptive Statistics of Price

Table 0.8 Descriptive Statistics of Price

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The pricing of Deluxe Furniture's products is competitive compared to other furniture stores in Addis Ababa.	80	3	5	4.06	.559
Deluxe Furniture's pricing strategies make their products affordable for a wide range of customers.	80	3	5	3.88	.700
Deluxe Furniture offers discounts or promotions on its products frequently.	80	3	5	3.69	.686
The pricing of Deluxe Furniture's products is clear and transparent.	80	3	5	4.19	.731
I am likely to purchase from Deluxe Furniture because of its pricing strategy.	80	3	5	4.19	.731
Valid N (listwise)	80				

The Descriptive Statistics table 8 above summarizes responses related to the pricing strategies of Deluxe Furniture based on data from 80 respondents. The statement "The pricing of Deluxe Furniture's products is competitive compared to other furniture stores in Addis Ababa" received a mean score of 4.06 with a standard deviation of 0.559, indicating strong agreement with little variation among respondents. The statement "Deluxe Furniture's pricing strategies make their products affordable for a wide range of customers" had a slightly lower mean of 3.88 and a standard deviation of 0.700, suggesting moderate agreement with more variation in opinions. For "Deluxe Furniture offers discounts or promotions on its products frequently," the mean was 3.69, the lowest among the statements, with a standard deviation of 0.686, indicating that respondents had varying views about the frequency of promotions.

The statement "The pricing of Deluxe Furniture's products is clear and transparent" received a mean of 4.19 with a standard deviation of 0.731, reflecting strong agreement and a relatively moderate spread of responses. Similarly, the statement "I am likely to purchase from Deluxe Furniture because of its pricing strategy" also had a mean of 4.19 with a standard deviation of 0.731, suggesting a strong likelihood of purchase influenced by pricing, with some variation in responses.

Overall, the data indicates that respondents generally perceive Deluxe Furniture's pricing strategies positively, particularly in terms of competitiveness and transparency. However, there is slightly more variation in opinions regarding affordability and the frequency of discounts or promotions.

4.4.3 Descriptive Statistics of Place

Table 0.9 Descriptive Statistics of Place

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The locations of Deluxe Furniture's branches are easily accessible for customers.	80	3	5	4.25	.563
The delivery services provided by Deluxe Furniture are convenient.	80	3	5	4.31	.587
The showroom locations of Deluxe Furniture effectively represent the brand's image and product offerings.	80	3	5	4.06	.663
It is easy to find Deluxe Furniture's products through online channels (e.g., website, e-commerce).	80	4	5	4.38	.487
The availability of products at Deluxe Furniture's branches is generally good.	80	3	5	4.56	.613
Valid N (listwise)	80				

The Descriptive Statistics table above 9 provides a summary of responses regarding the accessibility and availability of Deluxe Furniture's products and services. The statement "The locations of Deluxe Furniture's branches are easily accessible for customers" received a mean score of 4.25 with a standard deviation of 0.563, indicating strong agreement with minimal variation in responses. For "The delivery services provided by Deluxe Furniture are convenient," the mean was slightly higher at 4.31 with a standard deviation of 0.587, reflecting a positive perception of delivery convenience with consistent responses.

The statement "The showroom locations of Deluxe Furniture effectively represent the brand's image and product offerings" had a mean of 4.06 and a standard deviation of 0.663, suggesting moderate agreement with slightly more varied opinions. The statement "It is easy to find Deluxe Furniture's products through online channels (e.g., website, e-commerce)" received a high mean

of 4.38 with a low standard deviation of 0.487, indicating strong agreement and high consistency among respondents. Lastly, "The availability of products at Deluxe Furniture's branches is generally good" had the highest mean of 4.56 and a standard deviation of 0.613, reflecting very strong agreement with relatively consistent responses.

Overall, the data demonstrates that respondents view Deluxe Furniture positively in terms of accessibility, delivery convenience, online presence, and product availability. While all aspects received high mean scores, the availability of products and ease of finding them online were particularly well-rated, indicating key strengths for the company.

4.4.4 Descriptive Statistics of Promotion

Table 0.10 Descriptive Statistics of Promotion

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Deluxe Furniture's advertising campaigns effectively reach its target market.	80	3	5	4.37	.786
Deluxe Furniture promotes its products frequently through various media (e.g., online, television, print).	80	3	5	4.31	.587
The promotional offers and discounts provided by Deluxe Furniture are attractive.	80	3	5	4.44	.613
Deluxe Furniture's promotional activities influence my purchasing decisions.	80	3	5	4.56	.613
I am satisfied with the promotional information provided by Deluxe Furniture (e.g., clarity, timing).	80	3	5	4.25	.666
Valid N (listwise)	80				

The Descriptive Statistics table 10 above summarizes responses about Deluxe Furniture's promotional activities, based on data from 80 respondents. The statement "Deluxe Furniture's advertising campaigns effectively reach its target market" received a mean score of 4.37 with a standard deviation of 0.786, indicating strong agreement, though with slightly more variation in responses compared to other items. The statement "Deluxe Furniture promotes its products frequently through various media (e.g., online, television, print)" had a mean of 4.31 and a standard deviation of 0.587, reflecting positive perceptions with relatively consistent responses.

For "The promotional offers and discounts provided by Deluxe Furniture are attractive," the mean was 4.44 with a standard deviation of 0.613, indicating strong agreement with consistent responses. The statement "Deluxe Furniture's promotional activities influence my purchasing decisions" received the highest mean of 4.56 and a standard deviation of 0.613, showing very strong agreement and high consistency among respondents. Lastly, "I am satisfied with the promotional information provided by Deluxe Furniture (e.g., clarity, timing)" had a mean of 4.25 and a standard deviation of 0.666, suggesting strong agreement with slightly more variation in responses.

Overall, the data indicates that respondents have a positive perception of Deluxe Furniture's promotional efforts, particularly their ability to influence purchasing decisions and provide attractive offers. The relatively high mean scores across all statements demonstrate the effectiveness of the company's advertising and promotional strategies, with consistent satisfaction expressed by respondents.

4.4.5 Descriptive Statistics of Market Strategies

Table 0.11 Descriptive Statistics of Market Strategies

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Deluxe Furniture's market development strategies are effective in reaching new customer segments.	80	3	5	4.19	.638
Deluxe Furniture has been successful in expanding its market share in the furniture industry.	80	3	5	4.37	.700
I am satisfied with the overall market presence of Deluxe Furniture in Addis Ababa.	80	3	5	4.19	.638
The current market development strategies have contributed significantly to Deluxe Furniture's growth and success.	80	3	5	4.06	.663
Deluxe Furniture is likely to continue growing and expanding its market based on its current strategies.	80	3	5	4.19	.638
Valid N (listwise)	80				

The Descriptive Statistics table above 11 summarizes responses related to the effectiveness of Deluxe Furniture's market development strategies, based on data from 80 respondents. The statement "Deluxe Furniture's market development strategies are effective in reaching new customer segments" received a mean score of 4.19 with a standard deviation of 0.638, indicating strong agreement with consistent responses. Similarly, "Deluxe Furniture has been successful in expanding its market share in the furniture industry" received a higher mean of 4.37 and a standard deviation of 0.700, reflecting a positive perception of the company's success, though with slightly more varied responses.

The statement "I am satisfied with the overall market presence of Deluxe Furniture in Addis Ababa" also received a mean of 4.19 and a standard deviation of 0.638, indicating consistent

agreement among respondents. For "The current market development strategies have contributed significantly to Deluxe Furniture's growth and success," the mean was 4.06 with a standard deviation of 0.663, suggesting moderate agreement with slightly more variation in responses. Lastly, the statement "Deluxe Furniture is likely to continue growing and expanding its market based on its current strategies" received a mean score of 4.19 and a standard deviation of 0.638, reflecting strong agreement and consistent opinions.

Overall, the data indicates that respondents view Deluxe Furniture's market development strategies as effective in reaching new customer segments and expanding market share. The relatively high mean scores across all statements highlight confidence in the company's current strategies, with particular emphasis on its success in market expansion and potential for continued growth.

4.5 Correlation Analysis of Key Marketing Variables and Market Strategies

Table 0.12 Correlation Analysis of Key Marketing Variables and Market Strategies

		Correlations				
		Product	Price	Place	Promotion	Market Strategies
Product	Pearson Correlation	1	.443**	.381**	.361**	.274*
	Sig. (2-tailed)		.000	.000	.001	.014
	N	80	80	80	80	80
Price	Pearson Correlation	.443**	1	.408**	.339**	.458**
	Sig. (2-tailed)	.000		.000	.002	.000
	N	80	80	80	80	80
Place	Pearson Correlation	.381**	.408**	1	.503**	.671**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	80	80	80	80	80
Promotion	Pearson Correlation	.361**	.339**	.503**	1	.712**

	Sig. (2-tailed)	.001	.002	.000		.000
	N	80	80	80	80	80
Market_Strategies	Pearson Correlation	.274*	.458**	.671**	.712**	1
	Sig. (2-tailed)	.014	.000	.000	.000	
	N	80	80	80	80	80
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

The correlation analysis table 12 above highlights the interconnections between the key variables: Product, Price, Place, Promotion, and Market Strategies, with all relationships being statistically significant to varying degrees. Product shows a moderate positive correlation with Price ($r = 0.443$, $p < 0.01$), indicating that enhanced product offerings align with better pricing strategies. Similarly, its correlation with Place ($r = 0.381$, $p < 0.01$) suggests that improvements in product variety and quality are linked to effective distribution and accessibility. The correlation between Product and Promotion is slightly weaker ($r = 0.361$, $p < 0.01$), reflecting a modest association between product attributes and promotional efforts. The weakest but still significant relationship is observed between Product and Market Strategies ($r = 0.274$, $p < 0.05$), indicating that product offerings have a limited direct influence on broader market development efforts.

Price demonstrates a moderate correlation with Place ($r = 0.408$, $p < 0.01$), suggesting that effective pricing strategies complement accessible distribution channels. Its correlation with Promotion ($r = 0.339$, $p < 0.01$) indicates that pricing strategies moderately impact promotional activities. A stronger correlation is observed between Price and Market Strategies ($r = 0.458$, $p < 0.01$), reflecting the importance of pricing in shaping overall market development efforts.

Place, representing accessibility and distribution, has a strong correlation with Promotion ($r = 0.503$, $p < 0.01$), underscoring the interconnectedness between effective distribution channels and promotional activities. Furthermore, Place shows the strongest relationship with Market Strategies ($r = 0.671$, $p < 0.01$), emphasizing its critical role in influencing market development. Promotion exhibits the strongest correlation in the analysis, with Market Strategies ($r = 0.712$, $p < 0.01$),

highlighting that promotional activities are a central driver of successful market development strategies.

Overall, the analysis underscores the interconnectedness of the variables, particularly the pivotal roles of Place and Promotion in shaping Market Strategies. The findings suggest that improvements in distribution, accessibility, and promotional activities are likely to have the most significant impact on market development. Additionally, the moderate relationships observed for Product and Price indicate their supportive roles in influencing these strategies. The results emphasize the importance of a coordinated approach across all these dimensions to achieve effective market development.

4.6 Regression Analysis

Table 13 Variables Entered/Removed^a

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Promotion, Price, Product, Place ^b	.	Enter
a. Dependent Variable: Market_Strategies			
b. All requested variables entered.			

The regression analysis table above indicates that the study examines the impact of four independent variables Product, Price, Place, and Promotion on the dependent variable, Market Strategies. These variables align with the 4Ps of marketing, suggesting a comprehensive evaluation of their influence. The Enter method was used, meaning all four predictors were included in the model simultaneously rather than selected or removed based on statistical significance. Notably, no variables were eliminated, indicating that all were considered relevant for the analysis.

Table. 14 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.670	.653	.81905
a. Predictors: (Constant), Promotion, Price, Product, Place				

The model summary table above indicates a strong relationship between the independent variables Promotion, Price, Product, and Place and the dependent variable, Market Strategies. The R value of 0.819 suggests a high degree of correlation, while the R Square value of 0.670 indicates that 67% of the variation in market strategies can be explained by these four predictors. The Adjusted R Square (0.653) accounts for the number of predictors in the model, confirming a strong explanatory power while preventing overfitting. The standard error of the estimate (0.81905) represents the average deviation of observed values from the predicted values, implying a moderate level of variability. Overall, the model demonstrates a strong predictive capability,

Table 15 ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.287	4	25.572	38.118	.000 ^b
	Residual	50.313	75	.671		
	Total	152.600	79			
a. Dependent Variable: Market_Strategies						
b. Predictors: (Constant), Promotion, Price, Product, Place						

The ANOVA table assesses the overall significance of the regression model, examining whether the independent variables Promotion, Price, Product, and Place significantly predict the dependent variable, Market Strategies. The regression sum of squares (102.287) represents the portion of variation explained by the model, while the residual sum of squares (50.313) accounts for

unexplained variation. With 4 degrees of freedom (df) for regression and 75 df for residuals, the mean square for regression (25.572) is substantially higher than that of the residuals (0.671), leading to an F-value of 38.118. The significance level (p-value = 0.000) confirms that the model is statistically significant, meaning the independent variables collectively have a strong impact on market strategies.

Table 0.16 Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.657	1.452		1.142	.257
	Product	-.121	.066	-.141	-1.825	.072
	Price	.160	.065	.189	2.438	.017
	Place	.407	.083	.397	4.886	.000
	Promotion	.444	.070	.499	6.328	.000
a. Dependent Variable: Market_Strategies						

The coefficients table provides insights into the individual contributions of each independent variable Product, Price, Place, and Promotion—to the dependent variable, Market Strategies. The constant (1.657, $p = 0.257$) is not statistically significant, indicating that when all independent variables are zero, the predicted market strategy score is not meaningfully different from zero.

Among the predictors, Promotion ($B = 0.444$, $p = 0.000$) has the strongest positive impact, with a standardized beta coefficient of 0.499, indicating it is the most influential factor in predicting market strategies. Place ($B = 0.407$, $p = 0.000$, Beta = 0.397) also has a significant positive effect, suggesting that distribution strategies play a crucial role. Price ($B = 0.160$, $p = 0.017$, Beta = 0.189) is another significant predictor, though its impact is smaller compared to Promotion and Place.

On the other hand, Product ($B = -0.121$, $p = 0.072$, $Beta = -0.141$) has a negative but statistically insignificant relationship with market strategies, implying that variations in product-related factors do not strongly predict marketing effectiveness in this context. Overall, Promotion and Place emerge as the most influential variables, while Price also plays a meaningful role, whereas Product does not significantly contribute to market strategy outcomes.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

This research examined the market development strategies employed by Deluxe Furniture in Addis Ababa, focusing on their effectiveness in expanding market share, reaching new customer segments, and fostering business growth. The findings were based on quantitative and qualitative analyses of data collected from employees and customers across five branches.

The Key findings of this research include:

- **Product:** The variety and quality of products offered by Deluxe Furniture are highly regarded, meeting diverse consumer needs and preferences. Respondents appreciated customization options and the introduction of new products, though there is room for improvement in enhancing after-sales support. Additionally, the availability of eco-friendly and innovative product options could be explored further to tap into growing consumer demand for sustainable offerings.
- **Price:** The pricing strategies employed by Deluxe Furniture are generally viewed as competitive and transparent. However, the frequency of discounts and promotions was identified as an area requiring more focus to attract a broader customer base. A more dynamic pricing strategy, possibly incorporating tiered pricing or bundle discounts, could further enhance affordability and customer satisfaction.
- **Place:** Deluxe Furniture's branch locations and delivery services are considered highly accessible and convenient. The company's robust online presence, particularly through e-commerce platforms, was noted as a significant strength in improving customer reach. However, respondents also suggested expanding delivery options to include faster and more flexible scheduling to better meet customer needs.
- **Promotion:** Promotional activities, including advertising campaigns and discounts, have been effective in influencing purchasing decisions. The clarity and timing of promotional messages were particularly appreciated by respondents. There is, however, potential to

integrate more interactive and customer-centric promotional approaches, such as personalized marketing and engagement through social media.

- **Market Development Strategies:** Deluxe Furniture's strategies have successfully expanded market share and positioned the company as a leading furniture retailer. However, there is potential to further refine these strategies by addressing identified gaps in promotional frequency and after-sales services. Furthermore, partnerships with local and international organizations could be leveraged to enhance brand recognition and market penetration.

5.2 Conclusion

The study concludes that Deluxe Furniture has implemented effective market development strategies that have significantly contributed to its growth and success in Addis Ababa. The following points summarize the key conclusions:

1. **Strategic Product Offering:** The company's diverse and high-quality product range aligns well with consumer demands, strengthening its competitive position. Expanding customization options and introducing sustainable product lines could further enhance this advantage.
2. **Transparent Pricing:** Transparent and competitive pricing has fostered customer trust and loyalty. However, more frequent promotional offers could enhance customer acquisition and retention. Introducing innovative pricing models, such as subscription-based options, could also add value.
3. **Effective Accessibility:** Well-placed branches and strong e-commerce capabilities have made Deluxe Furniture's products easily accessible to customers, reinforcing the brand's market presence. Enhancing delivery efficiency and exploring new distribution channels could amplify this impact.
4. **Influential Promotions:** Promotional efforts have been a key driver in shaping consumer behavior, yet there is room for more consistent and diversified promotional strategies to maximize their impact. Incorporating storytelling and influencer marketing could further boost brand visibility and engagement.
5. **Market Expansion Success:** Current strategies have effectively captured new market segments, though a more targeted approach to segmentation and tailored marketing campaigns can amplify growth potential. Expanding into untapped regions with strategic planning will likely yield significant growth opportunities.

5.3 Recommendations

To further enhance the effectiveness of its market development strategies, the following recommendations are proposed:

1. **Enhance After-Sales Support:** Establish a dedicated after-sales service team to address customer concerns promptly and offer additional support, such as extended warranties and maintenance services. Consider leveraging technology, such as chat bots and automated systems, to improve response times and service quality.
2. **Increase Promotional Frequency:** Introduce more frequent and diverse promotional campaigns, including seasonal discounts, loyalty programs, and referral incentives, to attract and retain a wider customer base. Collaborate with influencers and local celebrities to enhance the reach and impact of promotional activities.
3. **Leverage Data Analytics:** Invest in data analytics to better understand consumer behavior and preferences, enabling more targeted marketing strategies and product offerings. Utilize predictive analytics to anticipate market trends and customer demands.
4. **Expand E-commerce Capabilities:** Enhance the user experience on the e-commerce platform by offering virtual furniture visualizations, personalized recommendations, and flexible payment options. Developing a mobile app with additional features, such as augmented reality for room visualization, could attract tech-savvy consumers.
5. **Broaden Geographic Reach:** Pursue expansion into other major cities in Ethiopia, leveraging lessons learned from the Addis Ababa branches to ensure a seamless market entry. Establish partnerships with local businesses in these areas to build brand trust and awareness.
6. **Focus on Sustainability:** Introduce eco-friendly product lines and sustainable practices in operations to align with the growing consumer demand for environmentally responsible products. Highlight these efforts in marketing campaigns to attract environmentally conscious customers.
7. **Continuous Training:** Provide regular training for employees to enhance customer service quality and equip the workforce with the skills needed to adapt to changing market trends. This includes training on digital tools, customer relationship management, and cultural sensitivity for diverse markets.

8. **Monitor Competitor Activities:** Conduct regular market analyses to stay ahead of competitors by identifying emerging trends and adapting strategies accordingly. Benchmarking against leading global furniture brands could provide insights for innovation and differentiation.
9. **Strengthen Community Engagement:** Build stronger relationships with local communities through initiatives such as sponsorships, corporate social responsibility projects, and participation in community events. This will not only enhance brand image but also foster customer loyalty.

By implementing these recommendations, Deluxe Furniture can solidify its market leadership, drive further growth, and ensure long-term success in the competitive furniture industry.

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APPENDICES



Survey - Questionnaire (English)

Department of Marketing Management MBA Program

Dear participant,

This questionnaire is designed to collect data for a thesis on the topic “Assessment of Market Development Strategies in Deluxe Furniture.” The study aims to explore market strategies and how they affect the business operations of Deluxe Furniture. The information you provide will remain confidential and used solely for academic purposes. Your honest and accurate responses will significantly contribute to the quality and reliability of this study.

Thank you for your participation.

General Instructions

There is no need for you to write your name. Please put a “√” mark in the appropriate box for multiple-choice questions and select your answer for each statement in Part II

Part I: General Questions

For multiple-choice questions, please indicate your answers with a check mark (√) in the appropriate box.

1. Gender

1. Male ☐

2. Female ☐

2. Age Group

- 1. 20-30 ☐
- 2. 31-40 ☐
- 3. 41-50 ☐
- 4. 51 & above ☐

3. Educational Background

- 1. Diploma ☐
- 2. First Degree ☐
- 3. Masters ☐
- 4. Others ☐

4. Years of Job Experience

- 1. 1-5 Years ☐
- 2. 6-10 Years ☐
- 3. 11-15 Years ☐
- 4. 16-20 Years ☐

NO.	Product	1	2	3	4	5
A1	The variety of products offered by Deluxe Furniture meets the needs of different consumer segments.					
A2	Deluxe Furniture's products are customized to suit individual customer preferences.					
A3	The quality of the products offered by Deluxe Furniture is higher compared to other furniture retailers.					
A4	Deluxe Furniture frequently introduces new products to the market.					
A5	I am satisfied with the after-sales support for the products I have purchased from Deluxe Furniture.					

NO.	Price	1	2	3	4	5
B1	The pricing of Deluxe Furniture's products is competitive compared to other furniture stores in Addis Ababa.					
B2	Deluxe Furniture's pricing strategies make their products affordable for a wide range of customers.					
B3	Deluxe Furniture offers discounts or promotions on its products frequently.					
B4	The pricing of Deluxe Furniture's products is clear and transparent.					
B5	I am likely to purchase from Deluxe Furniture because of its pricing strategy.					

NO.	Place	1	2	3	4	5
C1	The locations of Deluxe Furniture's branches are easily accessible for customers.					
C2	The delivery services provided by Deluxe Furniture are convenient.					
C3	The showroom locations of Deluxe Furniture effectively represent the brand's image and product offerings.					
C4	It is easy to find Deluxe Furniture's products through online channels (e.g., website, e-commerce).					
C5	The availability of products at Deluxe Furniture's branches is generally good.					

NO.	Promotion	1	2	3	4	5
D1	Deluxe Furniture's advertising campaigns effectively reach its target market.					
D2	Deluxe Furniture promotes its products frequently through various media (e.g., online, television, print).					
D3	The promotional offers and discounts provided by Deluxe Furniture are attractive.					
D4	Deluxe Furniture's promotional activities influence my purchasing decisions.					
D5	I am satisfied with the promotional information provided by Deluxe Furniture (e.g., clarity, timing).					

NO.	Market Strategies	1	2	3	4	5
E1	Deluxe Furniture's market development strategies are effective in reaching new customer segments.					
E2	Deluxe Furniture has been successful in expanding its market share in the furniture industry.					
E3	I am satisfied with the overall market presence of Deluxe Furniture in Addis Ababa.					
E4	The current market development strategies have contributed significantly to Deluxe Furniture's growth and success.					
E5	Deluxe Furniture is likely to continue growing and expanding its market based on its current strategies.					