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**ANALYZING SALES PERFORMANCE OF FIXED LINE
TELEPHONE SERVICE - THE CASE OF ETHIO TELECOM.**

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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE MARKETING
MANAGEMENT GRADUATE STUDIES PROGRAM**

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**A Study Submitted to Addis Ababa University School of Commerce
Marketing Management Graduate Program for the Partial Fulfillment of the
Requirements for the Degree of MA in Marketing Management.**

**June, 2017
Addis Ababa**

Letter of Certification

This is to certify that Bogale Worku carried out his project on the topic entitled “**Analyzing sales performance of fixed line telephone service - the case of ethio telecom**”.

This work is original in nature and is suitable for submission for the award of Master Art in Marketing Management.

Dr. Temesgen

(The Research Advisor)

Signature

Date

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SERVICE - THE CASE OF ETHIO TELECOM.**

**By:
Bogale Worku**

Approved by Board of Examiners

Name of Internal Examiner

Name of External Examiner

Signature

Signature

Declaration

I, Bogale Worku, declare that this research entitled “**Analyzing sales performance of fixed line telephone service - the case of ethio telecom**”, is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor. This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfillment of the degree of MA in Marketing Management.

By: Bogale Worku (GSD/0274/06)

Signature_____

Date_____

June, 2017
Addis Ababa

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List of Acronyms

2G; 3G; 4G: Second Generation; Third Generation, and 4th Generation Network

ARPU: Average Revenue per Unit

BCC: Billing and Credit Control

CDMA: Code Division Multiple Access

CEO: Chief Executive Officer

COO: Chief Operation Officer

CRM: Customer Relationship Management

CUG: Call Usage Group

E-Caf: Electronic Customer Acquisition Form

EFY: Ethiopian Physical Year

ERP: Enterprise Resource Planning

ETA: Ethiopian Telecommunication Agency

ETC: Ethiopian Telecommunication Agency

FDC: Fully Distributed Cost

GTP: Growth Transformation Plan

ICT: Information and Telecommunication Agency

ISDN: integrated Service Digital Network

ITU: International Telecom Union

IVR: Interactive Voice Response

MCD: Marketing and Communication Division

QoS: Quality of Services

SMS: Short Messaging Service

SMSC: Short Message Service Center

TEP: Telecom Expansion Program

TEXA: Telecom Excellence Academy

TT: Trouble Ticket

USSD: Unstructured Supplementary Service Data

VAS: Value Added service

VoIP: Voice over Internet Protocol

WAP: Wireless Application Protocol

WLL: Wireless Local Loop

Abstract

Telecom industries, like other service providing industries should assess their service marketing strategy.. The aim of this study is to analyze the service marketing mix elements especially 7P's relationship as well as their impact on ethiotelecom fixed line sales performance. The research is descriptive in nature and survey questionnaire were used for the collection of data with personal face to face interview with branch manager, executives, officers and employees of the ethio telecom. The study questionnaire included 50 questions and the sample size was 104. Non probability judgment sampling technique was used to select the respondents. Descriptive statistics, ANOVA and multiple regressions were used to analyze the data. The results demonstrate that most of the variables have at least minimal relationship with ethio telecom fixed line sales performance. It is observed in the study that among the seven service marketing mix elements products and service, and price were found to have more positive relationship and effects on ethio telecom fixed line sales performance. The important finding help gather knowledge and understanding about the scenario of elements of service marketing mix and highlights elements that mostly influence the ethiotelecom fixed line product and service sales . The contribution made by the study is to make clear understanding about the concept of marketing mix tools that will help service marketing managers to properly construct and design customized fixed line telecom products and service with affordable price to satisfy their needs more effectively and efficiently through dynamic and innovative service marketing strategies.

Key words: *service marketing Mix, Sales performance, Telecom industries*

CHAPTER ONE

1. INTRODUCTION

This chapter consists of background of the study, statement of the problem, research questions, research objectives, significance of the study, scope of the study, limitations of the study, definitions of terms, and organization of the study.

1.1 Back ground of the study

Ethiotelecom has been providing fixed line telecom services to all over the country, as part of its mission and address the fixed line demand. Fixed line is a telecom service that can be used as a supplementary of the wireless communication, a backup in case of mobile network congestion for instance. Furthermore, it is suitable to provide complementary value added service, such as: fax, short code, call forwarding, reverse call, Bulk SMS, Isdn e1(integrated service digital network), etc.

Even if ethio-telecom has committed itself to improve both the coverage as well as the quality of fixed line telephone voice service, there are deep rooted impediments that hinder annual sales target achievement. The annual performance of fixed line target is lower than expected. According to ethio telecom annual performance report for 2008 Ethiopian fiscal year, the fixed line sales target at the end of 2008 was 3.05 million but achieved only 1.1 million (31.4 %). This below target achievement shows the existence of problems or factors that needs to be identified if future targets are to be achieved. Relative to 2008 EFY fixed line target achievement, the 2009 EFY half year target achievement of fixed line is higher, which is 76 %. This progress is due to some measures has taken by ethiotelecom on some of the marketing mix areas. But in general fixed line subscription is declining according to ITU report. The purpose of this paper is to identify and analyze these areas that actually impacted on fixed line services for its lower achievement.

Additionally, starting from 2004EFY, ethio-telecom has been prepared different meetings to the employees and management bodies every year. Supportive issues, comments and suggestions raised related to fixed line services problems and its marketing strategy aspect by employees and managers.

For stated problems, like lack of follow up after new product launch, and its effectiveness of marketing activities as a whole, there are some related literature that supposed to support.

According to C. Anthony (1999: 532) marketing strategy (statement of target market, desired positioning, and marketing mix) must be clearly planned and developed prior to launch. Bad launches are typified by poorly planned marketing strategies, resulting in incomplete product offerings, inadequate channel, poor targeting, no focus on effort, and slow response to product flaws. By comparison, a full launch strategy includes objectives for all elements of the marketing mix, as well as statements of launch control, timing and speed, and likely competitive responses.

According to C. Anthony (1999:530) successful launches were found to be related to perceived superior skills in marketing research, sales force, distribution, promotion, R&D, and engineering. Having cross functional teams making key marketing and manufacturing decisions, and getting logistics involved early in planning, were strategic activities that were strongly related to successful launches.

Askoy.,et al, (2015: 496) described that, technological developments, privatization in manufacturing and service sectors, liberalization of international trade, deregulation of public sector monopolies, changing consumer preferences have all contributed, directly or indirectly, to the evolution of the modern telecommunications industry. Today, new telecommunication services such as the third generation (3G) mobile telecommunication systems and voice over Internet Protocol (VoIP) are gradually replacing more traditional services such as fixed-line and the second generation (2G) systems.

Both economic theory and political practices recognize the need to regulate not only competition but also monopolies. It is important to note that monopoly in telecommunication is justified as being optimal for socio-political objectives, such as assuring universal access to the rural and remote areas to enhance national economic performance by effectively supporting important sectors such as education, investment and trade, etc(Ethiopian Telecommunication Agency 2010).

Askoy.,et al, (2015: 496) described that telecommunication is among important drivers of globalization. It is a strategic investment which directly contributes to national economic performance bay way of accelerating information exchanges, improving efficiency and transparency. Introduction of faster and more sophisticated telecommunication services into the market affects customers' telecommunication service usage patterns. While subscriptions to traditional means (fixed-line services) decline slowly, adoption of more sophisticated means (wireless services, mobile-cellular phones) spreads remarkably faster

According to International Telecommunication Union (ITU) estimations, mobile-cellular telephone subscriptions in 2013 in the world tripled to 6.8 billion just from 2.2 billion in 2005. Fixed telephone subscriptions, however, slightly declined to 1.1 billion from 1.2 over the same period. These shifts trigger several research questions in the telecommunication industry which are dealt with by researchers across the world.

1.2 Back ground of the Company.

Sabu(2013) stated that modern telecommunication systems are indebted to the electrical speech machine, the telephone invented by Alexander Graham Bell³ in 1876. The great invention of telephone paved the way for the development of Information and Communications Technology (ICT). The telecommunication services started flourished with the expansion of land-line (fixed line or wire line) telephone networks.

Telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced. Then the interurban network was continued to expand satisfactorily in all other directions from the capital. Many important centers in the empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeaters between the distant calling parties (Taye 2010).

Available records of the time have shown that by early 1930's a total route distance of about 7,000 kms of inter urban network was existed and no less than 170 towns and villages were connected to the network. Later, in 1932, Ethiopia became a member of the international telecommunications union immediately before the Italian invasion of 1935 and radio

communication was introduced following the establishment of radio circuit links with Djibouti, Aden, Cairo and London. The company was placed under the auspices of the ministry of post, telephone & telegraph and then reorganized as imperial board of telecommunications of Ethiopia.

After the downfall of Dergue regime in transitional period (1991), the government of the federal democratic republic of Ethiopia has carried out an overall restructuring program to change the previously centralized command economy to a free market-oriented one with the aim of making government owned enterprises more efficient and effective as well as encouraging the promotion and participation of the private sector in the country's economic progress.

Accordingly, the telecommunications sector was restructured and two separate independent entities namely the Ethiopian telecommunications authority and the Ethiopian telecommunications corporation were established by proclamation No.49/1996 on November 1996. The Corporation (1996) has enhanced the development of telecom infrastructure and delivery of services in both rural and urban areas (Taye 2010).

For 14 years, ETC has contributed a lot by introducing new telecom services and products to the society. But the Ethiopian Government believed that, a new transformation need to enhance the organizational capability to support economy as well as to increase the quality of services to the society.

From this ambition of supporting the steady growth, ethio telecom was established, on 29th November 2010 with proclamation no 69/2010 and article 47 (1) (a) of the public enterprise proclamation No. 25/1992. A further reform on the government 5 year growth transformation plan direction, ethio telecom has taken its considerable share by implementing telecom expansion project. To address the network quality problem and to increase number of customers, the company has been working with experienced foreign and national companies to implement the TEP project through vendor financing.

The objective of the projects based on the GTP plan is negotiating an agreement that enable ethio telecom implementing huge telecom expansion project on the way to expand the telecom

infrastructural expansion and include new technologies on the networks which had been already developed.

In relation to the TEP project, ethiotelecom identified 13 telecom circles and selected companies that can implement them. Ethio telecom had entered an agreement with ZTE and Huawei companies by signing 1.6 billion dollar on July 26, 2013(Finote telecom October 2009).

Ethio telecom used Balanced score card as a strategic planning tool by determining the four focus areas: Customer, Finance, Internal Process and Learning and growth since 2008EFY.

Table 1.1 Number of ethio telecom customers by end of 2008EFY

Number of customers	June 2007EFY	2008EFY plan	2008EFY activity
Mobile	38,801,031	53,801,312	45,962,553
Data & internet	9,438,155	14,930,343	13,593,866
Broad Band(EVDO, WCDMA,ADSL)	1,906,949	4,782,640	4,871,541
Narrow Band(1x, Dail up, ADSL≤256K)	132,972	166,887	248,038
GPRS(Mobile internet)	7,398,234	9,980,816	8,474,287
Fixed line	837,766	3,050,041	1,115,561
Total Customers	39,844,214	57,419,060	47,505,508

Source: finote telecom 2016

1.3 Statement of the problem

Organizations must deal with a number of activities and decisions in marketing their products to customers. These activities vary in both complexity and scope. They aim to give customers a reason to buy the organization's product (Ferrell and Hartline 2011)

Product and service alternatives has been increasing, raising production and service options demand of new products market to meet customer need and amendments needed to the existing and future demand. Ethio telecom is on the way to increase product and service alternative as well as improving the quality service to customers through well-developed telecom network infrastructure.

A number of questions rose by customers as well as by employees about the telecom service as whole and the pricing, product, promotion, place, in particular. There are hundreds of questions raised in meetings and supervision by stake holders regarding the marketing strategy that needs solution or filling the gap and on the way to increase happy and satisfied customers.

So, the company has been revising its fixed line services with world standard fixed line telephone services as much as possible, but analysis should be conducted to identify at which areas of service marketing activities a pit- fall has shown that leads to lower performance fixed line service.

Any organization has strategy at several levels such as finance strategy, human resource strategy, research and development strategy, and marketing strategy. Creating a good marketing strategy is the base marketing activity of a company and by setting proper marketing strategy, a company's marketing goal can be achieved easily. As McCarthy mentioned in his book, "marketing strategy basically means selecting a target market and creating a related marketing mix."

Marketing mix activities need to be coordinated because they interact to determine performance (Gatington, 1993). This will help managers to take advantage of the complementarily and to

avoid incompatibility between marketing mix instruments given constraints by budget and the variables themselves.

The 4P's marketing mix have been criticized for ignoring the human factor, lack of strategic dimension, offensive postures and lack of interactivity(Lee.C, 2009:3). The model is said to reflect the sellers view rather than the buyer. That is the need to add additional 3Ps; people, process, and physical evidence.

One of the main tasks in the telecom companies is to design a well-developed marketing strategy to achieve their variety of products and service. Fixed line telephone service is one of those that need well designed marketing strategy- that fastens the lower demand of fixed line telephone serviceto higher demand. The study designedfor the analysis sales performance of fixed line telephone voice service.

Fixed line telephone has an issue in today's telecom market, According to ITU, Fixed telephone subscriptions has slightly declined to 1.1 billion from 1.2 from 2005 to 2013. These shifts trigger several research questions in the telecommunication industry which are dealt with by researchers across the world.

In fiscal year 2008, all types of service planned by ethiotelecom is 57,419,060 million and the numbers of subscribers are47,505,508, in million; which is 83 percent achieved. The numbers of mobile subscribers are 45.96 million, which were 85 per cent, the number ofInternet and Data users reached 13.59 million which is 91 percent, and 1.12 million telephone subscribers have reached 37 percent. Additionally, the annual Revenue was 26.32 billion by end of year 2008EFY.

The researcher recognized that the fixed line has a lower achievement above all services provided by the company. This leads to the following research question.

1.4 Research Questions

The research tries to answer the following Questions:

- ✓ Do the elements of service marketing mix have relationship and impact on ethio telecom sales performance of fixed line services?

Table 1.2 Research Hypotheses

Factors	Hypotheses
Product and Service	H1= There is a statistically significant relationship between product and service and sales performance of ethio telecom fixed line..
Price	H2= There is a statistically significant relationship between price and sales performance of ethio telecom fixed line..
Place (Distribution)	H3= There is a statistically significant relationship place (distribution channel) and sales performance ethio telecom fixed line.
Promotion	H4= There is a statistically significant relationship between promotion and sales performance of ethio telecom fixed line.
People	H5= There is a statistically significant relationship between people and sales performance of ethio telecom fixed line..
Process	H6= There is a statistically significant relationship between process and sales performance of ethio telecom fixed line.
Physical Evidence	H7= There is a statistically significant relationship between physical evidence and sales performance of ethio telecom fixed line.

1.5 Objectives of the Study

The purpose of the study is to analyze the present scenario of service marketing mix elements practiced by ethio telecom to find to show the relationship between service elements of marketing mix with the sales performance of fixed line services. More specifically, the study aimed to achieve the following specific research objectives:

- ✓ To analyze scenario of service marketing mix elements practiced by ethio telecom especially to achieve fixed line sales performance
- ✓ To investigate the relationship between the elements of service marketing mix with the fixed line sales performance of ethio telecom
- ✓ To appraise the impact of product, price, place, promotion, physical evidence, people and process on fixed line sales performance of ethio telecom.

1.6 Significance of the Study

The study can be used for the basis of future research, contribute to the company sales performance plan and activities. The study expected to contribute to the development of conceptual knowledge in the future and serves as a reference to the same study.

1.7 Scope of the Study

The scope of the study is the analysis of sales performance in fixed line telephone service to point out the weakest areas of product, price, promotion, distribution, people, process and physical evidence areas to analyze scenario of service marketing mix elements practiced by ethio telecom especially to achieve fixed line sales performance and to see if there is relationship between the elements of service marketing mix with the fixed line sales performance of ethio telecom.. The research has conducted by using non probability judgmental sampling focused on headquarters of marketing and communication division.

1.8 Limitations of the Study

The main limitations of this study were the following: limited knowledge on the subject matter, access to some information, and lack of empirical data.

1.9 Definition of Terms

Distribution: It is the set of firms and individuals that take title or assist in transferring title to a good or service as it moves from the producer to the consumer.

Marketing mix: The marketing mix is the means by which marketing objectives of the organization will be achieved and comprises of product, price, promotion and place of the marketing activities.

Product: A product is anything that can be offered to a market for attention, use or consumption that satisfies a want or need.

Price: Price is the amount of money charged for a product or service, or the sum of the values that consumers exchange for the benefits of having or using the product or service.

Promotion: The specific mix of advertising, personal selling, and public relations that accompany uses to pursue its marketing objectives.

1.10 Organization of the Study

This paper has five chapters. Chapter one includes introduction which consists of background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, definition of terms, and organization of the study

The second chapter focused on literature review. The third chapter is research design and methodology. Chapter four covered the results and discussion. The fifth chapter, which is the closing chapter, focused on summary of finding, conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter has given an overview of literature that is related to the research problem presented in this study. Fixed line telephone service overview, Marketing mix strategy overview, service related marketing strategy, organizational performance, Empirical study and conceptual frame work were introduced in order to give a clear idea about the research area.

2.1.1 Fixed line TELEPHONE SERVICE overview

According to Venkatesh (2008:67), Since Telephone service is not a pure service and derives its utility only through product, namely the telephone instrument, there are two broad spectrums of services that are offered to the users, viz., Instrument enabled services and Exchange enabled services. Let's show it in table:

Table 2.1 Spectrums of telephone voice service

spectrums of services	Definition	Services
Instrument Enabled Basic Services (<i>IeBS</i>):	Those services that are embedded as programs in the telephone product, which is available to all the users of the telephone, namely the instrument to enhance convenience of usage. The following are the Instrument Enabled Basic Services offered by the service providers:	<ul style="list-style-type: none">➤ Caller identification (CLIP);➤ Call forwarding;➤ Call wait;➤ Digital display;➤ Call alert;➤ Dynamic locking;➤ Silent mode;➤ Voice mail box.

Instrument Enabled Value Added Services (IeVAS):	These are those services, which are also embedded programs in the telephone instrument, but need to be enabled by the service provider or they are provided on request. Some of these services are also paid services. The following are the Value Added Services offered by the service providers on the instruments provided to the users:	<ul style="list-style-type: none"> ➤ Data storage; ➤ Touch dial; ➤ Selectable ring tones; ➤ Conferencing; ➤ Wireless option; ➤ Short messaging service (SMS); ➤ Remote telephony management; ➤ Built-in-speaker; ➤ Parallel ringing; ➤ Multiple subscriber numbers; ➤ Auto call back.
Exchange Enabled Basic Services (EeBS):	These are those services, which are provided by the service provider to achieve the primary objective of the telecommunication system, namely the voice transmission service. These services are provided to all the users of the telephone lines. The following are the basic services delivered to the users:	<ul style="list-style-type: none"> ➤ Exchange services; ➤ Installation; ➤ Voice clarity; ➤ Product demonstration; ➤ Tariff options; ➤ Billing accuracy; ➤ Complaint redressal.
3. Exchange Enabled Value Added Services (EeVAS):	These are services that are provided as additions to the users, apart from the basic services. These are either provided at a cost, or on special	<ul style="list-style-type: none"> ➤ Requests or universally to all the users as a value addition. ➤ 24*7 customer care; ➤ online information; ➤ internet access services; ➤ Dial-a-service.

2.2. Marketing Mix Strategies

As Eric Shaw (2011) stated that, the marketing program (popularly called the marketing mix) is the set of variables that managers use to influence customers. These variables include the product or service, price, advertising and promotion, and distribution. And the main four elements of marketing mix are described as the following and additional 3Ps added letter on.

2.2.1. Product strategy

Ferrell and Hartline (2011) described that, products can be categorized as: consumer products and business products. Consumer products are purchased for personal use and enjoyment, whereas business products are purchased for re-sale, to make other products, or for use in firms operation. It seems the distinction is simple, but from strategic point of view, the type of product can influence its pricing, distribution, and promotion decision. A product is a combination of one or more of: ingredients, attributes, benefits, advantages, features, functionality, performance, business model, usage experience and consumption experience.

Selecting the right products to sell is critical for any business as the business is defined by the products that they sell (Rodriguez 2014). The products that the business sells must fulfill some need or satisfy a want for the consumer (Ramsey & Ramsey 2010: 132).

It is thus important to know and understand the customers' needs and wants when selecting the products for the business. It is also important to consider the life-cycle of the product in relation to the type of customers the business is targeting. Consumers who are modernizers and innovators will most likely be interested in the latest products whereas consumers who are late adopters will prefer to purchase a product only after their peers have recommended it (Edmund 2014).

Leonidou, et al., (2002) have studied about the marketing strategy and through this, they identified that product design, brand mix (name, sign, symbol, and design), warranty, customer service as pre- and after-sales services, and product advantages (such as luxury, prestige, and quality) are variable of product marketing strategy.

In their study, Lages et al., (2004) identified that, product quality and service quality was the one of the main determinants of a product strategy, whereas design, brand image, innovation and product differentiation was found as other determinants.

Musungwin.S, et al , (2014) stated by considering product as a marketing element, issues such as brand, quality, design and packaging are very important. If the brand is acceptable to the customer and of high quality, loyalty of the buyer is won through satisfaction. They added by emphasizing the existence of a relationship between product quality and customer loyalty.

According to Fizebakhsh(2002), that existence guaranty for product quality, brand popularity, diversification of product, packaging and amount or volume of product productions were effective factors that influenced the market segment by focusing on the marketing mix

Blakrishina (2015:16) described that innovation is a driver of competitive advantage. Innovations are about newness and differences in market offerings and / or market delivery and strongly supports the generic competitive advantage and strategy of differentiation as in feature telecommunication devices.

Product development has been defined as the focus on the needs of the current customers and the wider customer markets (Ansoff, 1987).

Kotler (2000) described that, in product development, a firm remains in its present markets but develops new products for these markets. The view that new products are helpful to the financial health of sponsoring firms is well argued by scholars. Schumpeter (1934), for instance, opined that innovative new products when first introduced face limited direct competition and, as a result, allow relatively high profits to sponsoring firms.

2.2.2. Pricing Strategies

Chongwatpol(2013) described that, due to the changes in the economic environment and technological infrastructure, the loss of subscribers is one of the important issues nowadays and these agencies need to adjust their pricing mechanisms to improve retention, to recover the cost of operations, and to maximize profitability. Additionally, any telecommunications service providers can evaluate their pricing strategy with respect to the organizational objectives and subscriber satisfaction perspectives.

Musungwini, et al (2014) described that price is an important factor that influences a customer's decision to repurchase, recommend and create loyalty to a given business. It is unquestionably one of the most important marketplace cues largely because the price cue is present in all purchase situations and at a minimum represents to all consumers the amount of economic outlay that must be sacrificed in order to engage in a given purchase transaction . Less frequent changes of prices cause's customers to perceive a company as focused and this assists in planning hence positively enhancing a company perception in the market.

Sabu(2013) described that, pricing strategy has direct impact on revenue and profit of any organization. Even though the pricing is simply the exchange value of the product or service, the pricing strategies depend on the objectives of pricing. The objectives of pricing are different for different service providers. The objectives may be to produce fair profit, profiteering, market growth, price leadership or to enhance the image of the firm to attract more customers or to strategically counter the competitors

Many pricing schemes have been proposed for pricing telecommunications networks. These pricing schemes can be classified into three main categories: cost-based pricing, pricing for best effort services, and pricing with quality of service (QOS) guarantees. Cost-based pricing refers to prices that are directly related to costs. Some of the cost-based pricing models that have been proposed include Fully Distributed Cost (FDC) pricing, Ramsey pricing, and Flat rate pricing. FDC pricing is widely used as it allocates the total common and shared costs that agency incurs while providing the services to the clients (Courcoubetis and Weber 2003).

Ramsey pricing is a linear pricing scheme that can be used to maximize social welfare and minimize economic misallocation under the constraint of recovering costs. Ramsey prices are sustainable when service providers charge different prices to different customer groups (Berg, 1998).

Flat rate pricing is another well-known pricing structure used by service providers. A customer pays a fixed amount for a service at the time the contract is purchased regardless of the actual usage. Customers are charged the average cost of other customers in the same customer group (Courcoubetis and Weber, 2003).

Best effort refers to a network service that treats all types of traffic indifferently with no delivery guarantee and with the possibility of traffic loss (Shin et al., 2006). Best effort pricing scheme is employed to overcome the issues of fairness to customers and resource utilization in the case of cost-based pricing when some customers tend to overuse the resources and consequently is resulted in penalizing light users as compared to the heavy one. Usage-based pricing (Li and Wang, 2005) is one of the first best-effort pricing schemes introduced to charge the customers for what they actually consume. This pricing scheme can be used to allocate service classes to different uses, to prioritize usage of a congested resource so that customers who value the access the most will get the highest priority, and to recover the costs of providing services.

Congestion discount (Keon and Anandalingam, 2005) refers to a pricing approach using price discounts as an incentive to shift demand from congested to uncongested periods in telecommunications systems. Charging flexible contracts (Courcoubetis and Weber, 2003) can benefit both service providers and customers. Customers can vary the amount of bandwidth by changing their contract without the need to predict and reserve maximum resource requirements, while the service providers can provide more services to customers, with or without the need to reserve the resources.

Lastly, Quality of Service (QOS) refers to networks that are capable of providing better service to selected network traffic over various technologies by providing different priorities to different users or data flows, ensuring no traffic loss, and providing timely delivery guarantees (Shin et al., 2006)

2.2.3. Promotion Strategies

Promotion involves a variety of activities undertaken by a firm to communicate the merits of its products in a bid to persuade target consumers to purchase it. It includes activities like advertising, sales promotion, personal selling and publicity. Advertising has a positive and enduring effect on base sales. Therefore each seller must tailor product promotion to suit the product and the market segment (Musungwini, etal 2014: 134).

According to Philip Kotler (2009) sales promotion offers have three distinctive benefits: (i) Communication: They gain attention and may lead the consumer to the product. (ii) Incentive: They incorporate some concession, inducement or contribution that gives value to the customer and (iii) Invitation: They include distinct invitation to engage in the transaction at sight. The sale promotion techniques and its attractiveness vary from one telecom service provider to another. The consistent attractiveness of the offers creates positive word of mouth about the telecom service provider. The advertisements and sales promotion along with public relations and publicity can be extremely effective for telecom service marketers.

Telecommunications companies were using advertisements in radio, television, twitter, Facebook, bill boards and promotion activities as their marketing strategies (Mary 2012).

The telecommunication sector is highly competitive and telecom operators attempt to appeal and win customers through various sales promotion strategies.

Kotler (2001) described that, the effectiveness of marketing mostly depends on promotion - the integrated marketing communication. There are several ways to promote the products. The telecom companies use a mix of various promotional tools such as: advertisements, sales promotion, direct selling, events, experiences and public relations.

The telecom companies use multitude of sales promotion tools. The prominent among them are: promotional phone calls to the customers, price reduction offers, extra talk time offers, SMS package offers, internet package offers, free trial of newly introduced services, free add-on SIM card, facility to make calls even at zero balance on credit basis for prepaid customers, extending

continued services even at non-payment of bills due to delay or oversight for post-paid customers, displays and demonstrations at the point of sales, and specialized pricing offers exclusively for individual customers. The sales promotion helps telecom operators to create stronger and quicker buyer responses, including short-run effects such as highlighting product offers and boosting the sagging sales (Armstrong 2012).

Promotion relates to all the communication tools that the marketers use in the market place. As Whalley (2010) in his strategic marketing book stated that, promotion includes all of the tools available to the marketer for marketing communications. As with the marketing mix, marketing communications has its own promotions mix, where different aspects of the promotions mix can be integrated to deliver a unique campaign.

In this computer era, internet is an effective medium for marketing communication. All the telecom service providers have websites, which act a touch point for internet accustomed customers (Armstrong 2012)

2.2.4. Place Strategy

“Place” refers to the distribution channels used to get your product to your customers. What your product is will greatly influence how you distribute it. If, for example, you own a small retail store or offer a service to your local community, then you are at the end of the distribution chain, and so you will be supplying directly to the customer. Businesses that create or assemble a product will have two options: selling directly to consumers or selling to a vendor (Philip Kotler 2001).

Most producers use intermediaries to bring their products to market. They use a set of interdependent organizations in the process of making a product or service available for use or consumption by the consumer or business user. This process is what has been known as distribution channel (Philip Kotler 2001).

Distribution is an integral part of the marketing mix. With the right distribution strategy in place that is with the right mode of delivery the right speed of delivery to the appropriate place of purchase, customer satisfaction can be significantly increased. Failure to deliver these practical

points will result in the loss of orders and income to the company and long-term customer loyalty will decline (Drummond and Ensor 2001:34)

Businesses need to decide on the place of purchase or where and how to distribute the product to the customer. Consumers are satisfied if products are made available at the right time, in the right place and in the right quantity. Businesses should be strategically located so that they are easily accessed (Musungwini, etal 2014).

In recent days active and advanced exporters have more control on distribution activities, as well as the time of delivery of the product, and distribution channel (Eusebio et al., 2007).

Direct Sales

As a producer, you must decide if supplying direct is appropriate for your product, whether it be sales through retail, door-to-door, mail order, e-commerce, on-site, or some other method. An advantage of direct sales would be the contact you gain by meeting customers face to face. With this contact you can easily detect market changes that occur and adapt to them. (Kong 2012).

You also have complete control over your product range, how it is sold, and at what price. Direct sales may be a good place to start when the supply of your product is limited or seasonal. For example, direct sales for many home-produced products can occur through home based sales, markets, and stands. However, direct sales require that you have an effective retail interface with your customers, which may be in person or electronic. If developing and maintaining this retail interface is not of interest to you or you are not good at it, you should consider selling through an intermediary (Friesner 2014).

Reseller Sales (Sales through an Intermediary)

Instead of selling directly to the consumer, you may decide to sell through an intermediary such as a wholesaler or retailer who will resell your product. Doing this may provide you with a wider distribution than selling direct while decreasing the pressure of managing your own distribution system. Additionally, you may also reduce the storage space necessary for inventory. One of the most important reasons for selling through an intermediary is access to customers. In many situations, wholesalers and retailers have customer connections that would not be possible to obtain on your own (Kong 2012).

However, in selling to a reseller you may lose contact with your end consumer. In some cases, you may also lose some of your company identity. For example, your distributor may request that your product be sold under the reseller's brand name.

One factor that may influence whether you can find an intermediary to handle your product is production flow. Wholesalers want a steady year-round supply of product to distribute. If you can deliver a steady year-round supply that is of consistent quality, then selling through an intermediary may be a good strategy for you.

Market Coverage

No matter whether you sell your product direct or through a reseller, you must decide what your coverage will be in distributing your product. Will you pursue intensive, selective, or exclusive coverage?

Intensive distribution means that as many available outlets as possible hold this product, e.g. chocolate, newspapers, bread, etc. Intensive distribution will mean convenience to the customer and increase customer satisfaction. The sale of groceries in petrol and service stations is an example of how intensive distribution has grown (Bowersox1986).

Exclusive distribution restricts distribution to a single reseller. You may become the sole supplier to a reseller who, in turn, might sell only your product. You may be able to promote your product as prestigious with this method, though you might sacrifice sales volume. Specialty products tend to perform better with exclusive distribution (Bowersox1986).

Selective distribution narrows distribution to a few businesses. Often, upscale products are sold through retailers that only sell high-quality products. With this option, it may be easier to establish relationships with customers. Products that people shop around for sell better with selective distribution.(Bowersox1986).

Other Place Decisions

Product characteristics and your sales volumes will dictate what inventories to maintain and how best to transport your products. Additionally, the logistics associated with acquiring raw materials and ensuring that your final product is in the right place at the right time for the right customers can comprise a large percentage of your total costs and needs careful monitoring (Kong 2012).

2.2.5 Service related marketing strategies – people, physical evidence and process

The services are primarily intangible, the customers are searching for evidence of service in every interaction they have with the organization. The three major categories of evidences as experienced by the customers are people, process and physical evidence. These elements are referred to as additional marketing mix for services or additional 3Ps of services marketing.

2.2.5.1 People

All human elements involved in service delivery or service assurance influence the buyer's perceptions. The customer care personnel, maintenance staff, persons representing the organization, the customers, and other customers in the service environment play vital roles in services marketing (Akroush, 2011:125).

2.2.5.2 Physical evidence

The physical evidence is the environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service (Akroush, 2011:125).

2.2.5.3 Process

The actual procedures, mechanisms, and flow of activities by which the service is delivered are termed as process (Akroush, 2011:125).

2.3 Organizational performance

Organizational performance is the degree to which firm meet their preset objectives. It is a measure of attractiveness of a firm. Balanced score card evaluates the performance of firms in relation to the finances, the customers, motivation and also learning as well as internal efficiency (Wongrassamee, et al., 2013). The triple bottom line constitutes of the societal interests. It relies on the idea that organizations need to measure their performance from the aspect of economic, environmental or the social added value. It is effective in terms of their ability in creating awareness on the performance of a firm on the eyes of the managers as well as helping in improving the level of accountability for the firms. Firms need to adopt the shared value as an approach to offer encouragement to create more profits and improved social benefits (Riordan et al., 2012).

The efficient and successful business is operating in an environment characterized by information, dynamism, and globalization, driving it to be flexible and react quickly to changes in the market. Business's reaction is the result of continuous, accurate, and rapid flow of information possible through information systems and information technology. The continuous development of communication and information technologies has had a profound implication on businesses and business functions like sales and marketing, procurement, finance and accounting, research and development(Sultan and Christian 2014:1).

Technology offers a diverse ways of dealing with core business competences and functions. This is because the characteristics and nature of technology allows it to perform these functions, and are finding wide applications in marketing (Sultan and Christian 2014:1).

2.4 Empirical Study

Souar et al, 2015 their publication on the journal article that shows The study shows the critical importance of the elements of the marketing mix in the telecommunications sector in general and in particular applied to Algerian telecommunications' company. The methodology they used Survey questions to Algeria Telecom Company were related to services in terms of the 7P's of service marketing mix.

Mukali. A., and Azzez.L.,2012 their publication on the Journal article shows there is positive correlation between marketing strategy and organizational performance. It is imperative that consumer's needs, wants and attitudes needed to be studied within the Nigerian telecommunication marketing environment before strategy is formulated, since mapping of marketing strategy will depend on the needs and wants of the consumers. The methodology they have used Primary and secondary sources. In order to forestall lost in transit, and to ensure quick responses the researchers visited the marketing and sales personnel of Globacomlimited area offices in Ilorin, Ibadan,Osogbo, Oyo and Ijebu-ode to ensure that the questionnaires were filled as required.

Munir.M., 2006 on his research paper in the telecom sector using the methodology research study has been designed in line with Historical, Observational and Situational Analysis Case Study Method. Thus, the design is to lay emphasis on the development of the organizational system over time, the study of the various systems and units using a variety of observation and interview methods as the major tools and the analysis of events in a particular unit of system.

The study discovered that effective use of promotional activities such as sales promotion and advertisement really help to create awareness about the products and services of telecommunication companies and increase sales and consumer loyalty. Furthermore, a channel of distribution to a great extent goes a long way to determine the sales return and market share, in the telecommunication companies.

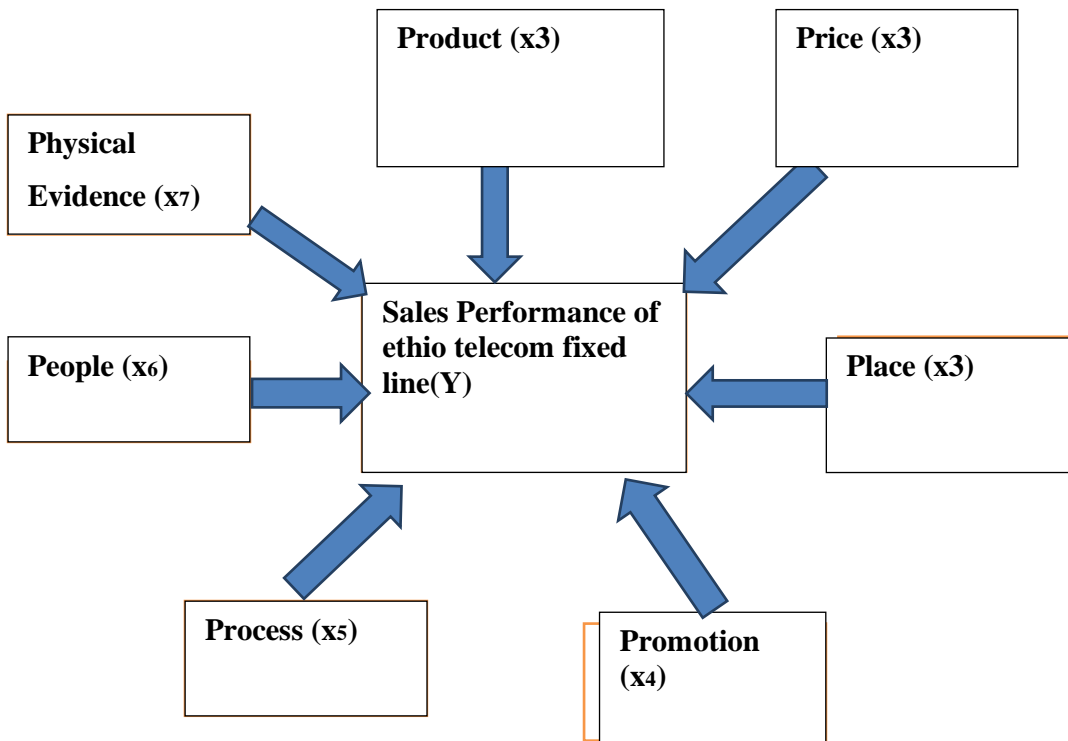
Sigh.M., 2012 in his journal article focusing on bank services by using the methodology of an overview of the past, present and future of the Marketing Mix of 4P'S for competitive advantage.

The marketing mix involves the decisions related to which the products will be made available at a particular price, may be different price will be charged for the same product as per different market, the marketing manager has to take into account the impact of different factors which are categorized under the 4 P's to decide marketing mix for a product.

Mamoun N. 2011, on his research journal "The 7Ps Classification of the Services Marketing Mix Revisited: An Empirical Assessment of their Generalizability, Applicability and Effect on Performance - Evidence from Jordan's Services Organizations. The purposes of his research are: (a) to investigate the generalizability of Boom and Bitner's (1981) services Marketing Mix Paradigm (SMM), 7Ps, and (b) to examine the effect of SMM on business performance in Jordan's services organizations. A quantitative methodology was adopted in which a structured questionnaire was developed and distributed to a sample of 164 marketing managers in Jordan's services organizations. He used empirical findings of exploratory and confirmatory factor analyses indicate that the 7Ps of the SMM are found to be only 5Ps in the Jordanian context. From his structural paths analyses findings indicate that the 5Ps of SMM have a positive and significant influence on Jordan's service organizations performance. his findings also indicate that the strongest predictors of the 5Ps model on performance are people (the service providers), service price and service distribution, respectively. A major finding is that the expanded 3Ps (people, process, physical evidence) of SMM have loaded on only one factor named as "people", meanwhile the 4Ps of traditional marketing mix loaded on four factors as theoretically proposed. He recommend that, managers should adopt the 5Ps of SMM but the fifth P (people) should include the expanded 3Ps (people, process, physical evidence) as an integrated approach to achieve intended performance levels. However,the research model is developed and tested in

Jordan's services organizations which may limit its generalizability to other service industries without further examination. The major contribution of this study is that it is the first quantitative empirical study that has examined the SMM model elements and their effect on business performance in the Jordanian context.

2.5. Conceptual Framework



Source: Own proposed

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter describes the research questions and gathers evidence and analyzes and resolves the accuracy of the method chosen. The chapter starts with description of the study area, research approach, a research design, population and sample, data source and types, Data collection and procedure, ethical consideration and data analysis.

3.1 Description of the study area

Ethiotelecom has committed to improve the accessibility as well as the quality of fixed line telephone service; there are deep rooted problems that become a hindrance of annual target achievement of fixed line telephone service. The annual performance of fixed line target is lower than expected. According to ethio telecom annual performance report for 2008 Ethiopian fiscal year, the fixed line target at the end of 2008 was 3.05 million but achieved 1.1 million (31.4 %). This raised a question what service marketing variables hinder ethiotelecom from achieving its target? Is there a positive relationship between service marketing mixes and sales performance of fixed line in ethio telecom? The researcher answers these questions using the data's collected from respondents

3.2 Research approach

The research approaches were both deductive and inductive. The approach adopted by qualitative researchers tends to be inductive which means that they develop a theory or look for a pattern of meaning on the basis of the data that will be collected (research-methodology.net).

3.3 Research Design

The study is conclusive in the form of descriptive design. The study has been conducted using primary data for statistical analysis and secondary data for literature review analysis. The data collection mode is survey in the personal face to face interview with branch manager, executives, officers and employees of ethio telecom..

3.4 Population and Sampling Technique

The sample size is 104 and non-probability judgmental sampling used to collect the survey data. The study is limited to Headquarters of ethio telecom Marketing and communication Division.

3.5 Source and Tools of Data Collection

In order to gather the data from relevant sources, secondary data collection instrument has been used. In order to generate the secondary data, the researcher referred ethio telecom strategic documents, Annual reports, different reference books, telecom brochures, magazines, journal articles and ethio telecom web sites. For primary data, survey questionnaire has conducted to Marketing and Communication Divisions. The researcher uses non probability judgmental sampling technique to select the division and respondents because the researcher was convenient to get relevant information from the selected divisions about the fixed line voice service and information related to service marketing mix of ethio telecom.

3.6 Procedures of Data Collection

A written paper from the university used that has given a privilege for the researcher to get relevant information for the intended research. Primary data's were collected using interview. Researcher has communicated selected division or department in order to get the available secondary data. Secondary Data were collected based on the policy and procedures of human resource divisions of ethio telecom. After receiving the important primary and secondary data, the researcher has given a greeting and recognition for the respondents.

3.6.1 Reliability

For the reliability and validity of data the Cronbach's Alphatest have been used..

3.7 Ethical considerations

Research deals with examining both the wider external and internal environment, high consideration of ethical issues while approaching respondents and collecting data is believed to be what a marketing researcher should give a due attention to.

Similarly, as the research at hand deals with addressing analyzing the sales performance of fixed line telephone service in ethio telecom, discussion was undertaken in terms of creating awareness as to the objective of the study. Target Division has come to understand that the study is merely intended for academic purpose and hence they are awarded. Therefore, collected data's were kept confidential and solely dedicated for the stated objective.

3.8 Methods of Data Analysis

. The data analysis tools are Descriptive statistics, one way analysis of variance (ANOVA) and multiple regressions.

CHAPTER FOUR

4.1 RESULT and DISCUSSION

From 120 questionnaires distributed to the respondents, 110 questionnaires collected and 104 questionnaires are valid for further analysis. A reliability test statics cronbach's Alpha is 0.884 for 50 items and the researcher continued for his analysis.

Table 4.1 Reliability Statistics

Case Processing Summary			
		N	%
Cases	Valid	104	100
	Excluded ^a	0	0
	Total	104	100
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
0.884	50

Source: SPSS

Based on this it can be observed in the below table 5.1 that, among the 104 sample there are 62.5% male and 37.5 % female in gender variable; 17.3 % 18-28 years, 66.3 % 29-39 years, 13.5 % 40-50 years and 2.9 % 50-above in age variable; 65.4% are degree holders ,34.6 % Masters in education variable; 41.3% staff, 37.5% specialist, 11.5% supervisor and 6.7% managers and 2.9% officer in position variable; 1.9% 3000-5000 Birr, 32.7% 5001-10000Birr, 49% 10001-15000Birr and 16.3% above 15000Birr in Income variable; under 2years 1%, 2 to 5 years 25%, 6 to 10 years 25%, 11 to 15 years 25%, over 15 years 24% in work experience variable. This table depicts the influences of gender, age, education, profession, Income on the fixed line sales performance of ethio telecom. The highest mean is 3.46 that is work experience and the lowest mean is 0.38 that is gender of the respondent. An examination had been made to rank the most

important demographic factor that influence the sales performance of ethio telecom fixed line is work experience followed by, income, educational level, position, age, and gender of the respondent. age of the respondent and monthly income of the respondent are found at significant level 0.034 and 0.053 respectively with 95% confidence level.

Table 4.2 Demographic Variables

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	65	62.5	62.5	62.5
	Female	39	37.5	37.5	100
	Total	104	100	100	
Age of the respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 28	18	17.3	17.3	17.3
	29 to 39	69	66.3	66.3	83.7
	40 to 50	14	13.5	13.5	97.1
	over 50	3	2.9	2.9	100
	Total	104	100	100	
Monthly income		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3000 to 5000	2	1.9	1.9	1.9

	5001 to 10000	34	32.7	32.7	34.6
	10001 to 15000	51	49	49	83.7
	Over 15000	17	16.3	16.3	100
	Total	104	100	100	
work experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 2 years	1	1	1	1
	2 to 5 years	26	25	25	26
	6 to 10 years	26	25	25	51
	11 to 15 years	26	25	25	76
	over 15 years	25	24	24	100
	Total	104	100	100	
position of respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Staff	43	41.3	41.3	41.3

	Supervisor	12	11.5	11.5	52.9
	Specialist	39	37.5	37.5	90.4
	Manager	7	6.7	6.7	97.1
	Officer	3	2.9	2.9	100
	Total	104	100	100	
Educational level of the respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	68	65.4	65.4	65.4
	Masters	36	34.6	34.6	100
	Total	104	100	100	

Source: own analysis

The data gathering from survey questionnaire tried to find out the degree of agreement in marketing mix that influences ethio telecom fixed line service. The answer counts from the most influencing factor having a five point to least influencing factor having one point. In order to compare the important of each mix the researcher used the percentage and frequency score calculation. A higher score represents most influential factors for achieving fixed line sales performance. According to the survey data, the following table shows the percentage and frequency score separated by service marketing mix.

By using one sample kolomogrov- simirovtest , it is proved that the test distribution is normal. If the distribution is normal, parametric test can be employed; percentage, frequency and Anova can be used for analysis of datas.

Table 4.3 product element 1

Fixed line service has a good reputation and this becomes very important for ethio telecom sucess	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	21	20.2	20.2	20.2
Disagree	36	34.6	34.6	54.8
Neutral	19	18.3	18.3	73.1
Agree	16	15.4	15.4	88.5
Strongly Agree	12	11.5	11.5	100.0
Total	104	100.0	100.0	

For the question “Fixed line service has a good reputation and this becomes very important for ethio telecom sucess”, 15.4 % of the respondent are agree, 18.3 % are neutral, 34.6 % are disagree, 11.5 are strongly agree and 20.2% are strongly disagree. From the % response, it is observed that 34.6% % is the highest percentage and 11.5 % is the least. 54.8 % of the response covered by disagree and strongly disagree. From the ANOVA table, the data is at significant level 0.001 with a confidence interval of 95%.

Table 4.4 product element 2

Ethio telecom has blamed by customers because of poor fixed line maintainance	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5.8	5.8	5.8
Disagree	7	6.7	6.7	12.5
Neutral	17	16.3	16.3	28.8
Agree	27	26.0	26.0	54.8
Strongly Agree	47	45.2	45.2	100.0
Total	104	100.0	100.0	

For the question ‘‘Ethio telecom has blamed by customers because of poor fixed line maintenance’’, 26 % of the respondent are agree, 16.3 % are neutral, 6.7 % are disagree, 45.2 % are strongly agree and 5.8% are strongly disagree. From the % response it is observed that 45.2 % is the highest percentage and 5.8 % is the least. 71.2 % of the response covered by agree and strongly agree. From the ANOVA table, the data is at significant level 0.003 with a confidence interval of 95%.

Table 4.5 price element 1

Ethio telecom considers the different kinds of costs which incurs when determining price of fixed line	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	2.9	2.9	2.9
Disagree	18	17.3	17.3	20.2
Neutral	25	24.0	24.0	44.2
Agree	43	41.3	41.3	85.6
Strongly Agree	15	14.4	14.4	100.0
Total	104	100.0	100.0	

For the question ‘‘Ethio telecom considers the different kinds of costs which incurs when determining price of fixed line’’, 41.3% of the respondent are agree, 24% are neutral, 17.3% are disagree, 14.4% are strongly agree and 2.9% are strongly disagree. From the % response it is observed that 41.3% is the highest percentage and 2.9% is the least. 55.8 % of the response covered by agree and strongly agree. the data is at significant level 0.054 with a confidence interval of 95%.

Table 4.6 Price element 2

Ethio telecom focused on predetermined rate of return from fixed line	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	3.8	3.8	3.8
Disagree	29	27.9	27.9	31.7
Neutral	31	29.8	29.8	61.5
Agree	32	30.8	30.8	92.3
Strongly Agree	8	7.7	7.7	100.0
Total	104	100.0	100.0	

For the question “Ethio telecom focused on predetermined rate of return from fixed line”, 30.8% of the respondent are agree, 29.8% are neutral, 27.9 % are disagree, 7.7 % are strongly agree and 4% are strongly disagree. From the % response it is observed that 30.8 % is the highest percentage and 4 % is the least. From all the responses 38.5 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 40 which is greater than strongly disagree and disagree counts (33) and the data is at significant level 0.050 with a confidence interval of 95%.

Table 4.7 Place element 1

Ethio telecom branches are sufficient to access fixed line services to different geographical areas	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	11.5	11.5	11.5
Disagree	28	26.9	26.9	38.5
Neutral	21	20.2	20.2	58.7
Agree	32	30.8	30.8	89.4
Strongly Agree	11	10.6	10.6	100.0
Total	104	100.0	100.0	

For the question “Ethio telecom branches are sufficient to access fixed line services to different geographical areas”, 30.8% of the respondent are agree, 20.2 % are neutral, 26.9 % are disagree, 10.6 % are strongly agree and 11.5 % are strongly disagree. From the % response it is observed that 30.8 % is the highest percentage and 10.6 % is the least. From all the responses 41.4 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 43 which is greater than strongly disagree and disagree counts (40), the data is at significant level 0.029 with a confidence interval of 95%.

Table 4.8Promotion element 1

Ethio telecom promotes sales such as , gifts, discounts, free calling days...etc	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	3.8	3.8	3.8
Disagree	12	11.5	11.5	15.4
Neutral	6	5.8	5.8	21.2
Agree	57	54.8	54.8	76.0
Strongly Agree	25	24.0	24.0	100.0
Total	104	100.0	100.0	

For the question “Ethio telecom promotes sales such as , gifts, discounts, free calling days...etc”, 54.8% of the respondent are agree, 5.8 % are neutral, 11.5 % are disagree, 24 % are strongly agree and 4 % are strongly disagree. From the % response it is observed that 54.8 % is the highest percentage and 3.8 % is the least. From all the responses 78.8 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 82 which is greater than strongly disagree and disagree counts (16). The data is at significant level 0.022 with a confidence interval of 95%.

Table 4.9 Physical evidence element 1

Ethio telecom ensures enough parking for its customers and visitors	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	11.5	11.5	11.5
Disagree	44	42.3	42.3	53.8
Neutral	31	29.8	29.8	83.7
Agree	16	15.4	15.4	99.0
Strongly Agree	1	1.0	1.0	100.0
Total	104	100.0	100.0	

For the question “Ethio telecom ensures enough parking for its customers and visitors”, 15.4% of the respondent are agree, 29.8 % are neutral, 42.3 % are disagree, 11.5 % are strongly agree and 1 % are strongly disagree. From the % response it is observed that 42.3. % is the highest percentage and 1 % is the least. From all the responses 53.8 % of them are covered by strongly disagree and disagree. The most frequent values counted agree and strongly agree is 17 which is less than strongly disagree and disagree counts (56). From the table, it is observed that the data is at significant level 0.018 with a confidence interval of 95%.

Table 4.10 Physical evidence element 2

Ethio telecom uses up-to-date and well-maintained facilities and equipment	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5.8	5.8	5.8
Disagree	27	26.0	26.0	31.7
Neutral	37	35.6	35.6	67.3
Agree	32	30.8	30.8	98.1
Strongly Agree	2	1.9	1.9	100.0
Total	104	100.0	100.0	

For the question “Ethio telecom ensures enough parking for its customers and visitors”, 30.8 % of the respondent are agree, 35.6 % are neutral, 26 % are disagree, 1.9 % are strongly agree and 5.5 % are strongly disagree. From the % response it is observed that 35.6. % is the highest percentage (neutral) and 1.9 % is the least (strongly agree). From all the responses 32.7 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 34 which is greater than strongly disagree and disagree counts (33), the data is at significant level 0.018 with a confidence interval of 95%.

Table 4.11 Process element 2

Customer feedback are used to improve fixed line services	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5.8	5.8	5.8
Disagree	32	30.8	30.8	36.5
Neutral	21	20.2	20.2	56.7
Agree	36	34.6	34.6	91.3
Strongly Agree	9	8.7	8.7	100.0
Total	104	100.0	100.0	

For the question “Customer feedback are used to improve fixed line services”, 34.6 % of the respondent are agree, 20.2 % are neutral, 30.8 % are disagree, 9 % are strongly agree and 30.8 % are strongly disagree. From the percentage response it is observed that 34.6. % is the highest percentage (agree) and 6 % is the least (strongly disagree). From all the responses 43.3 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 45 which is greater than strongly disagree and disagree counts (38). From the table, it is observed that the data is at significant level 0.018 with a confidence interval of 95%.

Table 4.12 ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Poor price strategy has contributed to lower performance of fixed line sales of ethio telecom	Between Groups	18.201	4	4.550	3.667	.008
	Within Groups	122.838	99	1.241		
	Total	141.038	103			
Poor Place strategy has contributed to lower performance of fixed line sales of ethio telecom	Between Groups	12.425	4	3.106	2.810	.029
	Within Groups	109.421	99	1.105		
	Total	121.846	103			
Poor Process strategy has contributed to lower performance of fixed line sales of ethio telecom	Between Groups	16.312	4	4.078	3.755	.007
	Within Groups	107.524	99	1.086		
	Total	123.837	103			

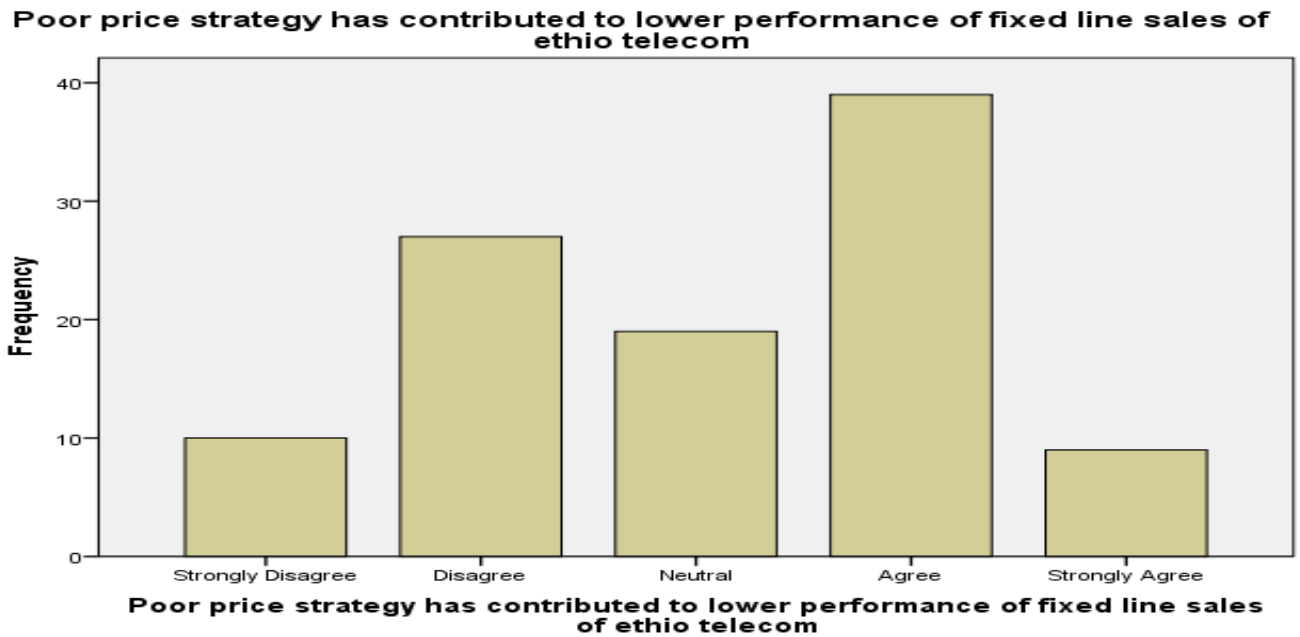
The ANOVA table on figure 4.8 tells us the price, place and process strategies that contributed to lower performance of fixed line at significant level of 0.08, 0.29, and 0.007 respectively at confidence interval of 95%. The hypothesis H2= there is a statically significant relationship between price and sales performance of ethio telecom fixed line, The hypothesis H3= there is a statically significant relationship between place(distribution channel) and sales performance of ethio telecom fixed line, and The hypothesis H6= there is a statically significant relationship between process and sales performance of ethio telecom fixed line were accepted and others are rejected.

Table 4.13 Contribution of price strategy to fixed line sales performance

Poor price strategy has contributed to lower performance of fixed line sales of ethio telecom	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	9.6	9.6	9.6
Disagree	27	26.0	26.0	35.6
Neutral	19	18.3	18.3	53.8
Agree	39	37.5	37.5	91.3
Strongly Agree	9	8.7	8.7	100.0
Total	104	100.0	100.0	

For the question “Poor price strategy has contributed to lower performance of fixed line sales of ethio telecom”, 37.5 % of the respondent are agree, 18.3 % are neutral, 27 % are disagree, 8.7 % are strongly agree and 9.6 % are strongly disagree. From the percentage response it is observed that 34.6. % is the highest percentage (agree) and 6 % is the least (strongly disagree). From all the responses 56.2 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 48 which is greater than strongly disagree and disagree counts (37). From the table, it is observed that the data is at significant level 0.008 with a confidence interval of 95%.

Figure 4.1 Contribution of price to fixed line sale 3



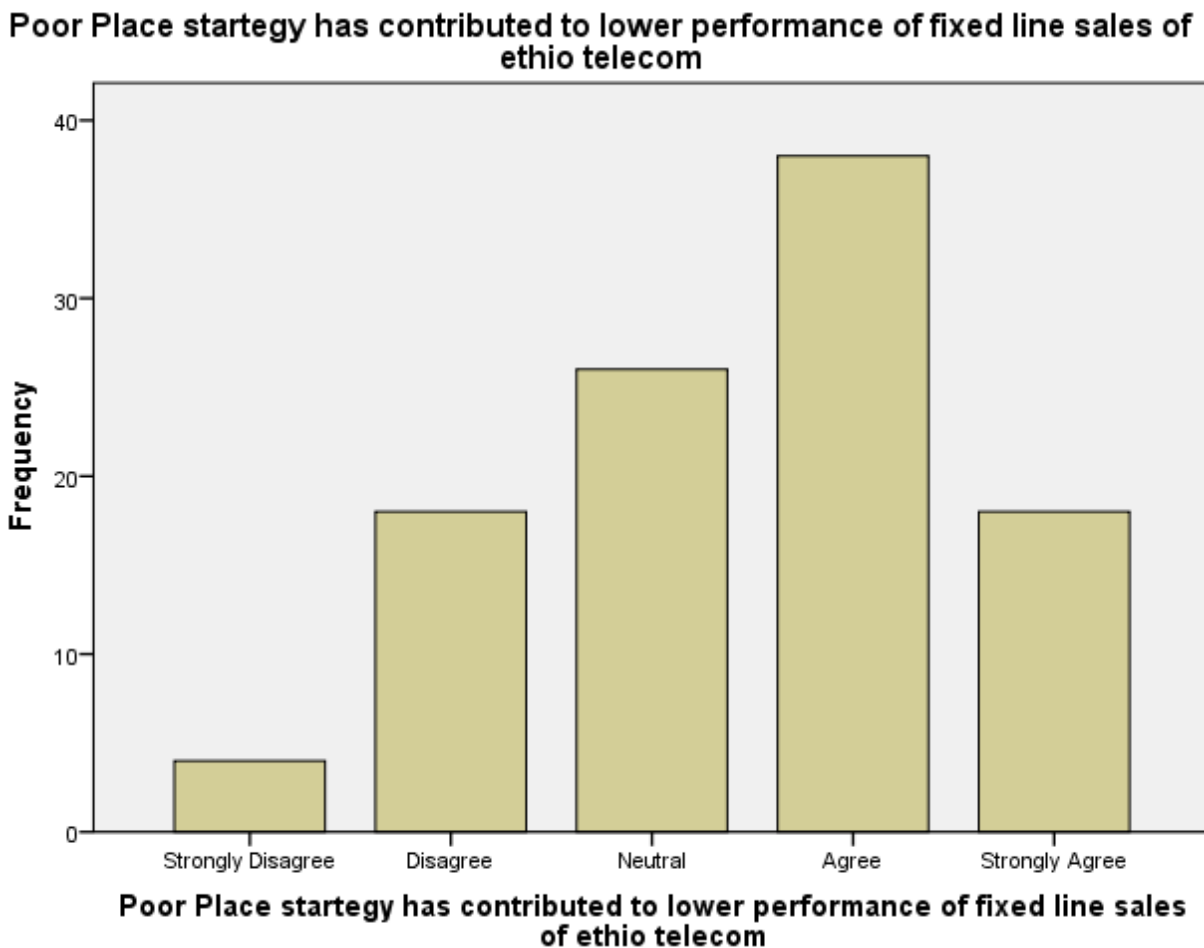
In the graph it is observed that respondents score who “Agree” is more than any of other scores.

Table 4.14 Contribution of place strategy to fixed line sales performance

Poor Place strategy has contributed to lower performance of fixed line sales of ethio telecom	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	3.8	3.8	3.8
Disagree	18	17.3	17.3	21.2
Neutral	26	25.0	25.0	46.2
Agree	38	36.5	36.5	82.7
Strongly Agree	18	17.3	17.3	100.0
Total	104	100.0	100.0	

For the question “Poor Place strategy has contributed to lower performance of fixed line sales of ethio telecom”, 36.5 % of the respondent are agree, 25 % are neutral, 17.3 % are disagree, 17.3 % are strongly agree and 3.8 % are strongly disagree. From the percentage response it is observed that 36.5 % is the highest percentage (agree) and 3.8 % is the least (strongly disagree). From all the responses 53.8 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 56 which are greater than strongly disagree and disagree counts (22). From the table, it is observed that the data is at significant level 0.029 with a confidence interval of 95%.

Figure 4.2 Contribution of place to fixed line sale 4



In the figure 4.2 it is observed that respondents score who “Agree” is more than any of other scores.

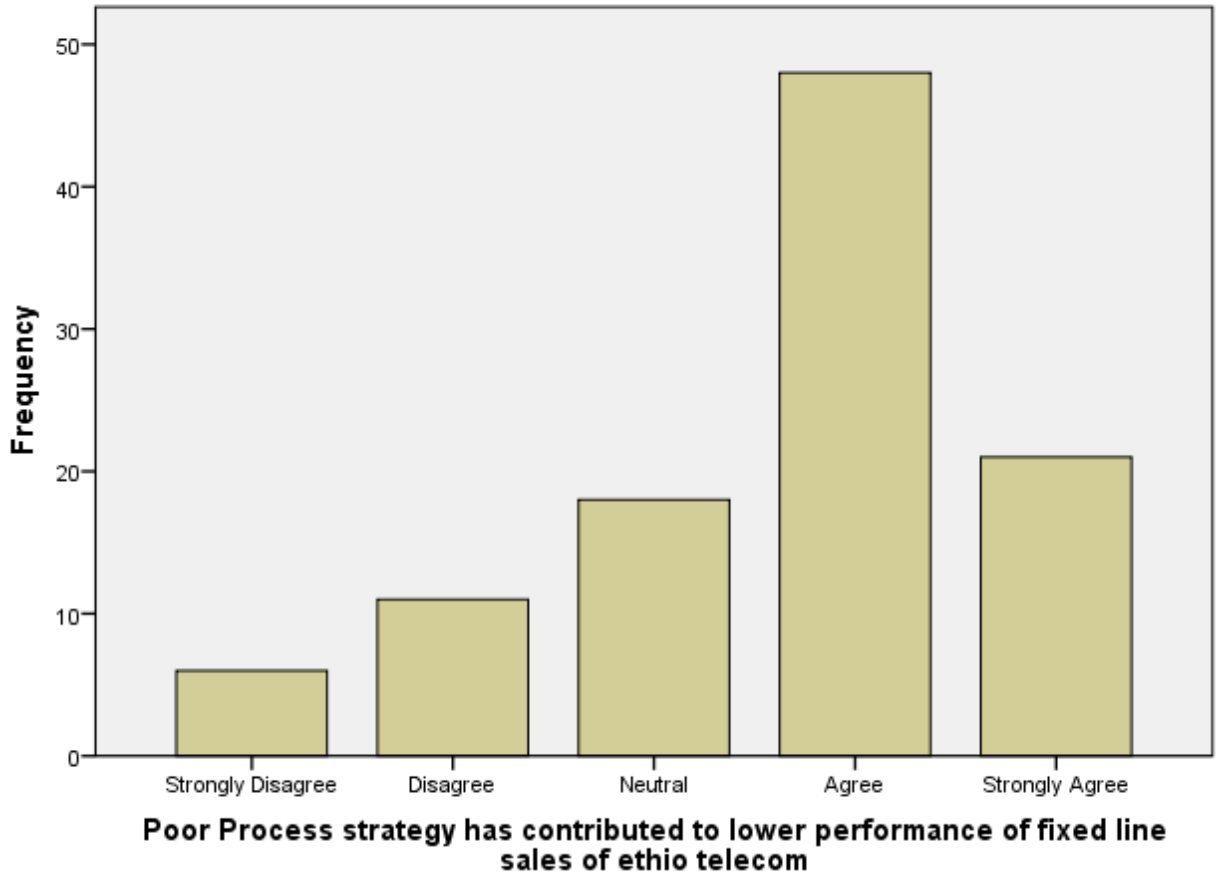
Table 4.15 Contribution of process strategy to fixed line sales performance

Poor Process strategy has contributed to lower performance of fixed line sales of ethio telecom	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	5.8	5.8	5.8
Disagree	11	10.6	10.6	16.3
Neutral	18	17.3	17.3	33.7
Agree	48	46.2	46.2	79.8
Strongly Agree	21	20.2	20.2	100.0
Total	104	100.0	100.0	

For the question “Poor Process strategy has contributed to lower performance of fixed line sales of ethio telecom”, 46.2 % of the respondent are agree, 17.3 % are neutral, 10.6 % are disagree, 20.2 % are strongly agree and 5.8 % are strongly disagree. From the percentage response it is observed that 46.2 % is the highest percentage (agree) and 5.8 % is the least (strongly disagree). From all the responses, 66.4 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 69 which are greater than strongly disagree and disagree counts (17). The data is at significant level 0.007 with a confidence interval of 95%.

Figure 4.3 Contribution of process strategy to fixed line sales performance

Poor Process strategy has contributed to lower performance of fixed line sales of ethio telecom



In the figure 4.3 it is observed that respondents score who “Agree” is more than any of other scores.

4.2 Multiple Regression Analysis:

The purpose of multiple regression analysis is to investigate the relationship between the independent variable and the dependent variables. The model summary provides the R, R², adjusted R², and the standard error of the estimate, which can be used to determine how well a regression model fits the data. The value of R represents the multiple correlation coefficients. It is seen from the table that the value of R equals 0.228 indicates a moderately good level of prediction. The R² value represents the coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables and the value of R square is equivalent to 0.152 which means that 15.2 % of the variance in the dependent variable of ethio telecom fixed line sales performance can be accounted for by a variation in the independent variables. The F-ratio in the ANOVA table tests whether the regression model is a fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(7, 96) = 0.753, p > .05$ (i.e., the regression model is not good fit of the data). The coefficient is significant at $\alpha=0.05$. Unstandardized coefficients indicate how much the dependent variable varies with an independent variable, when all other independent variables are held constant. To determine if one or more of the independent variables are significant predictors of fixed line sales performance, it could examine the information provided in the coefficient table. From the above 7 independent statements price, place, and process are significant.

Table 4.16 Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.228 ^a	.152	-.017	2.09385

a. Predictors: (Constant), Process, Product, Promotion, Place, Price, Physical evidence, People

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	23.116	7	3.302	.753	.628b
	Residual	420.884	96	4.384		
	Total	444.000	103			

a. Dependent Variable: Fixed line sales performance

b. Predictors: (Constant), Process, Product, Promotion, Place, Price, Physical evidence, People

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.694	1.035		3.568	0.001
	Product	0.057	0.238	0.032	0.241	0.81
	Price	0.063	0.213	0.035	0.295	0.051
	Promotion	-0.016	0.234	-0.009	-0.069	0.945
	Place	0.378	0.25	0.198	1.51	0.027
	People	-0.325	0.283	-0.175	-1.148	0.254
	Physical evidence	-0.335	0.333	-0.151	-1.005	0.317
	Process	0.246	0.213	0.13	1.153	0.052

a. Dependent Variable: Fixed line sales performance

CHAPTER FIVE

5. SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATION.

5.1 Summary of Findings

As indicated in the figures and tables in chapter 4, Actual performances of sales have been affected by weak marketing mix strategies. This directly affects company overall performance as a whole and on enterprise sales, and residential fixed line sales in particular. The marketing mix elements that affect fixed line sales performances at significant level $\alpha=0.05$ and confidence interval 0.95 are Age of the respondent and monthly income of the respondent are found at significant level 0.034 and 0.05 respectively. 17.3 % 18-28 years, 66.3 % 29-39 years, 13.5 % 40-50 years and 2.9 % 50-above in age variable and 1.9% 3000-5000 Birr, 32.7% 5001-10000Birr, 49% 10001-15000Birr and 16.3% above 15000Birr in Income variable. From price element, for the question “Ethio telecom considers the different kinds of costs which incurs when determining price of fixed line” 55.8 % of the response covered by agree and strongly agree. the data is at significant level 0.054 with a confidence interval of 95%. Consideration of the different costs when setting fixed line service pricing might affect customers’ purchasing power.

From price element, for the question “Ethio telecom focused on predetermined rate of return from fixed line” From all the responses 38.5 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 40 which is greater than strongly disagree and disagree counts (33) and the data is at significant level 0.050 with a confidence interval of 95%. Focusing on rate of return is not bad but it might be better by considering customers different aspect.

From place element “Ethio telecom branches are sufficient to access fixed line services to different geographical areas” . From all the responses 41.4 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 43 which is greater than strongly disagree and disagree counts (40). This is not the bad side of ethio telecom according to the information provided by the respondents.

From promotion element, for the question “Ethio telecom promotes sales such as , gifts, discounts, free calling days...etc”, from all the responses 78.8 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 82 which is greater than strongly disagree and disagree counts (16).

From physical evidence element, for the question “Ethio telecom ensures enough parking for its customers and visitors”, from all the responses 53.8 % of them are covered by strongly disagree and disagree. The most frequent values counted agree and strongly agree is 17 which is less than strongly disagree and disagree counts (56). This shows that ethio telecom should work on its physical evidence strategy by making available areas for parking for guests.

From physical evidence element, for the question “Ethio telecom uses up-to-date and well-maintained facilities and equipment”, from all the responses 32.7 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 34 which is greater than strongly disagree and disagree counts (33). From the data, it can be said, this is the good side of ethio telecom.

From process element, for the question “Customer feedback are used to improve fixed line services” from all the responses 43.3 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree is 45 which is greater than strongly disagree and disagree counts (38). This is the positive side of ethio telecom that should be kept up.

The ANOVA table on figure 4.8 tells us the weakness that have found in price, place and process strategies that contributed to lower performance of fixed line at significant level of 0.08, 0.29, and 0.007 respectively at confidence interval of 95%. The hypothesis H2= there is a statically significant relationship between price and sales performance of ethio telecom fixed line, The hypothesis H3= there is a statically significant relationship between place (distribution channel) and sales performance of ethio telecom fixed line, and The hypothesis H6= there is a statically significant relationship between process and sales performance of ethio telecom fixed line were accepted and others are rejected. Furthermore, for the question “Poor price strategy has contributed to lower performance of fixed line sales of ethio telecom” From all the responses 56.2 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 48 which is greater than strongly disagree and disagree counts (37). This shows that, ethio telecom should work on its pricing strategy as one of its service marketing mix strategies.

For the question “Poor Place strategy has contributed to lower performance of fixed line sales of ethio telecom” From all the responses 53.8 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 56 which are greater than strongly disagree and disagree counts (22)., It is observed that the data is at significant level 0.029 with a confidence interval of 95%. This shows that, ethio telecom should work on its place (distribution) strategy as one of its service marketing mix strategies.

For the question “Poor Process strategy has contributed to lower performance of fixed line sales of ethio telecom”, from all the responses, 66.4 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 69 which are greater than strongly disagree and disagree counts (17). This shows that, ethio telecom should work on its process strategy as one of its service marketing mix strategies.

From the regression analysis it was tried to investigate the relationship between the independent variable and the dependent variables. The model summary provides the R, R², adjusted R², and the standard error of the estimate, which can be used to determine how well a regression model, fits the data. The value of R represents the multiple correlation coefficients. It is seen from the table that the value of R equals 0.228 indicates a moderately good level of prediction. From the 7 independent statements price, place , and process are significant.

5.2 Conclusion

Ethio telecom has committed to provide high quality services/products to the society as well as to largely contribute to the remarkable growth of GDP of the country through stimulating modern telecom technology.. An examination had been made to rank the most important demographic factor that influences the fixed line performance of ethiotelecom age and income of the respondent. Among the 7 marketing mix elements in the study the price, place and process strategies that contributed to lower performance of fixed line at significant level of 0.08, 0.29, and 0.007 respectively at confidence interval of 95%.

For the question “Poor price strategy has contributed to lower performance of fixed line sales of ethio telecom”, from all the responses 56.2 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 48 which is greater than strongly

disagree and disagree counts (37). From the ANOVA table, it is observed that the data is at significant level 0.008 with a confidence interval of 95%. This implies that ethio telecom should revise its price strategy.

For the question “Poor Place strategy has contributed to lower performance of fixed line sales of ethio telecom”, from all the responses 53.8 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 56 which are greater than strongly disagree and disagree counts (22). From the ANOVA table, it is observed that the data is at significant level 0.029 with a confidence interval of 95%. This implies that ethio telecom should revise its distribution strategy.

For the question “Poor Process strategy has contributed to lower performance of fixed line sales of ethio telecom”, from all the responses, 66.4 % of them are covered by strongly agree and agree. The most frequent values counted agree and strongly agree are 69 which are greater than strongly disagree and disagree counts (17). From the ANOVA table, it is observed that the data is at significant level 0.007 with a confidence interval of 95%. This implies that ethio telecom should revise its process strategy.

The hypothesis H2= there is a statically significant relationship between price and sales performance of ethio telecom fixed line, The hypothesis H3= there is a statically significant relationship between place (distribution channel) and sales performance of ethio telecom fixed line, and The hypothesis H6= there is a statically significant relationship between process and sales performance of ethio telecom fixed line were accepted and others were rejected.

Even if price, place and process have significant relationship with ethio telecom fixed line sales performance, but there are element on each marketing mixes that contribute negatively and positively for fixed line sales achievement

because respondent employees are the middle income group but all factors are correlated and somehow dependent on each other. In the employees’ survey, it was described that customers are very price-sensitive.

5.3 Recommendation

Ethio telecom has got so many problems on the way to achieve fixed line sales target. The researcher of this paper focused on analysis of fixed line using service marketing mix and their contribution to fixed line sales target achievement. So ethio telecom should offer products and services at fewer service charges. Hence ethio telecom marketing strategies must be dynamic and flexible to meet the dynamic need of the customers by properly modifying service marketing mix. Ethio telecom should increase their branches as part of distribution strategies and every rural area to sell fixed line products and services. Process strategies should be revised; customer should get services without complexity and burden. As the technology has become a big challenge ethio telecom should use e-delivery channels to enhance the marketing of various products and services. Ethio telecom should think to start new innovative fixed line product and service package with affordable price with expected services and take different types of innovative service marketing strategies to get more customers in this telecom industry era.

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Appendix

Questionnaire to be filled by employees/managers of ethio telecom

Dears;

The purpose of this survey questionnaire is to enable me to carry out a research for the partial fulfillment of Master's Degree in Marketing Management. The research focuses on ethio telecom with the topic of “**Analysis of sales performance on fixed line service using 7ps of service marketing mix**”. Hence, to gather information, I kindly seek your assistance in responding to the questions listed below. The **questions only consider fixed line voice service line in general**. Any information you present will be kept quite confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated.

Note: 7Ps Means; Product, Price, Promotion, Place, People, Process and Physical evidence.

Thank You in advance!

Please Put “√” for your choice in the Response side provided
Thank You in advance!

Part One:-General Information

1. Gender

Male Female

2. Age

18-28 29-39 40-50 Over 50

3. Monthly income

Birr 3000-5000 Birr5001-10000 Birr10001-15000 More than Birr15
000

4. Work experience

Under 2 years 2-5 years 6-10 years 11-15 years over 15 years

5. Position

Staff (N-5) Supervisor (N-4) Specialist (N-4) Manager (N-3) Officer
(N-2)

6. Educational level

Diploma Degree Masters above masters

Part two: service Marketing Mix questions'

Put “√” for your choice in the Response side provided

- 1) stands for strongly disagree
- 2) stands for disagree
- 3) stands for neutral
- 4) stands for agree
- 5) Stands for strongly agree

To develop an effective *product/ service strategy*:

1. Ethio telecom understands customer needs in order to develop new fixed line telecom services
1 2 3 4 5
2. Ethio telecom offers a considerable (comprehensive) range of fixed line services
1 2 3 4 5
3. Fixed line service has a good reputation and this becomes very important for ethio telecom success
1 2 3 4 5
4. Ethio telecom sales staffs play a crucial role in building ethio telecom brand reputation
1 2 3 4 5
5. Ethio telecom uses customer feedback to improve the quality and efficiency of its fixed line service
1 2 3 4 5
6. Ethio telecom has blamed by customers because of poor fixed line maintenance
1 2 3 4 5
7. Ethio telecom understands fixed line customers' needs carefully
1 2 3 4 5

To develop an effective *pricing strategy*:

8. Price discrimination (charging different price) is available on fixed line according to market segments which ethio telecom serve
1 2 3 4 5
9. Ethio telecom fixed line pricing strategy is according to the demand of customers
1 2 3 4 5
10. Ethio telecom considers the different kinds of costs which incurs when determining price of fixed line
1 2 3 4 5
11. Ethio telecom focused on predetermined rate of return from fixed line
1 2 3 4 5

12. Ethio telecom considers what customers are willing to pay

1 2 3 4 5

To develop an effective *distribution strategy*:

13. Call centers can be accessed to rural areas

1 2 3 4 5

14. Ethio telecom branches are sufficient to access fixed line services to different geographical areas

1 2 3 4 5

15. There is a distinctive distribution capabilities e.g. the ability to open new branch

1 2 3 4 5

16. Convenient opening hours are available in ethio telecom shops

1 2 3 4 5

17. There is a hourly service availability in ethio telecom shops

1 2 3 4 5

To develop an effective *promotion strategy*:

18. Ethio telecom promotes sales such as , gifts, discounts, free calling days...etc

1 2 3 4 5

19. Ethio telecom uses direct marketing methods such as e-service , direct mail ,the internet

1 2 3 4 5

20. Ethio telecom sponsors special events such as sports charities, seminars...etc

1 2 3 4 5

To develop an effective *physical evidence strategy*:

21. Ethio telecom environment has comfortable with good directional signs

1 2 3 4 5

22. The decor and atmosphere of ethio telecom shops is good

1 2 3 4 5

23. Ethio telecom has comfortable physical environment furnishing, colors, elevators, guides etc.

1 2 3 4 5

24. Ethio telecom ensures enough parking for its customers and visitors

1 2 3 4 5

25. Ethio telecom designed facilities to achieve specific marketing image objectives

1 2 3 4 5

26. Ethio telecom uses up-to-date and well-maintained facilities and equipment

1 2 3 4 5

27. Accessibility in terms of location is good for ethio telecom

1 2 3 4 5

To develop an effective *process strategy*:

28. There is no delays in providing fixed line services and using simple procedures

1 2 3 4 5

29. Ethio telecom updated fixed line telecomproducts

1 2 3 4 5

30. Customer feedback are used to improve fixed line services

1 2 3 4 5

31. Fixed line services are provided at appropriate time

1 2 3 4 5

32. Customers have short waiting time of not more than one hour to get fixed line service

1 2 3 4 5

33. Dignity and respect are rules by ethio telecom when treating customers

1 2 3 4 5

To develop an effective *personnel strategy*

34. Ethio telecom has a skilled and competent personnel and capable of providing services to guests.

1 2 3 4 5

35. ethio telecom seeks to provide excellent services to meet customers' needs and desires.

1 2 3 4 5

36. The personnel at ethio telecom understand service culture.

1 2 3 4 5

37. Ethio telecom personnel seek to resolve the problems rapidly and satisfactorily.

1 2 3 4 5

To what level of agreement do think the following factors contribute to lower performance of fixed line sales performance of ethio telecom? Please answer the question by ticking the appropriate response in each row below.

38. Product

1 2 3 4 5

39. Price

1 2 3 4 5

40. Promotion

1 2 3 4 5

41. Place

1 2 3 4 5

42. People

1 2 3 4 5

43. Physical evidence

1 2 3 4 5

44. process

1 2 3 4 5

Thank you.