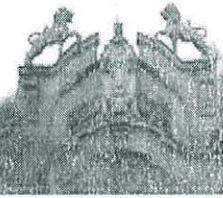


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ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDY
COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES
DEPARTMENT of BUSINESS EDUCATION
(Masters program- Marketing Management Education)

**RETAILERS' PERCEPTIONS ON THE MARKETING PRACTICE OF
A BREWERY COMPANY: THE CASE IN DASHEN BREWERY S.C**

By
Sewareg Getenet



April 2011
Addis Ababa

**RETAILERS' PERCEPTIONS ON THE MARKETING PRACTICE OF A
BREWERY COMPANY (DASHEN S.C)**

**A Thesis Submitted to School of Graduate Studies Addis
Ababa University in Partial Fulfillment of the Requirements
for Masters of Arts Degree in Marketing Management
Education.**

By
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List of Acronym

AACCSA	Addis Ababa Chamber of Commerce and Sectoral Association
AMA	American Marketing Association
CIP	Clean In Place
EBI	Empty Bottle Inspection
FBI	Full Bottle Inspection
Hcl	Hectoliter
SPSS	Statistical Packages for Social Science

ABSTRACT

The main purpose of the study was to assess the retailers' perceptions on the marketing practice of Dashen brewery. A descriptive research design was employed. The study populations were 119 retailers who are found in Gondar city. The data were collected through questionnaire and interview and analyzed using descriptive statistics which are percentage, frequency and mean. The result of the study depicted that the brewery product strategies were at a good status in terms of its beer quality attributes, brand name, packaging, and labeling. But the bottle size was not sufficient. Regarding to pricing strategy of the brewery; retailers were not comfortable in terms of, affordability, discount, proportionality, and turnover. Related to the promotional strategies, although the message was not attractive and updated the brewery was good at in using different media. On the other hand, the sales promotion efforts and the sales person approaches were not attractive. Except on time delivery of the product, the brewery distribution strategy were good at in delivering the product up to the door of its retailer's, transportation facility, and absence of product damages. Hence it is recommended that, the brewery needs to relook its marketing practices in terms of, bottle size improvement, pricing setting methods, message production adjustments, and on time delivery of the product.

CHAPTER ONE

1. INTRODUCTION

The introductory part of this research material consists of the background of the study, the research problem the research objectives, significance, scopes of the study, definition of terms, limitations, and organization of the paper.

1.1 BACKGROUND OF THE STUDY

Marketing plays a key role in the company's strategic planning in several ways, first, marketing provides a guiding philosophy-the marketing concept, which suggests company strategy should revolve around serving the needs of targeted consumer groups. Second, marketing provides input to strategic planners by helping to identify attractive market opportunities and assessing the firm's potential to take advantage of them. Hence, In order to be competitive in the market, and to arrive at the goals and objectives successfully, manufacturing companies need to have their own strategic plan (Vrontis and Vignali, 1999).

Marketing strategy involves the plans, budgets and controls needed to direct a firm's production, promotion, distribution and pricing activities (Shimp, 1996). Much of the original thinking about the marketing mix emerged from the work of McCarthy (1964), who saw the four principal elements of the mix that consists of the Product, Price, Promotion and Place (Distribution). Subsequently, the marketing mix has been developed to include the three 'softer' elements of people, physical evidence and process management. To a large extent, this is a reflection of the ways in which, in many markets, the nature and rules of competition have changed and some of the traditional bases for competitive advantage have been eroded (Richard, et al 2005), but most manufacturing firms mostly due a great emphasis on the hard elements or traditional four P's. Hence, there are companies which pay a great attention to the former one by leaving the soft P's for service organizations only.

As Kotler (2003) stated, Retailing includes all the activities involved in selling goods or services directly to final consumers for their personal, non business use. Although many retail stores are independently owned, an increasing number falling under some form of retailing. Retail organizations achieve many economies of scale, such as greater purchasing power, wider brand recognition, and better trained employees. Retailers today are anxious to find new marketing strategies to attract and hold customers. Many stores offer similar assortments: individual brand found everywhere. In derive for their volume; the manufactures placed their branded goods everywhere.

Beer Brewing is among the oldest and most concentrated industries in the world. Unlike most industries, brewing today consists of making essentially the same product that has been made for centuries. World beer industry is on the rise especially in the developed countries, which principally controls the global beer market. This has been propelled by economic growth, technology advancement, high per capita beer consumption, improved quality and globalization of markets that has provided better market opportunities.

Likewise some of the developing countries with better economic indices are expected to experience growth as well. In other cases, the industry has either declined or stagnated as a result of: economic recession, negative influence on globalization of markets, lack of funding support, and industrial brewing technology backwardness as in the case of some African countries. Today a few large breweries, the majority of which are European, dominate the world beer market. However, there remain significant differences with regard to the number and size of breweries from country to country; the effect of this on the structure of the overall industry is considerable (Vrontis and Vignali, 1999).

In Africa, beer consumption has been experiencing impressive growth on the back of foreign investments in new production, rising disposable incomes, and changing consumption patterns. For example, a gradual shift was taking place

away from home-brewed beer or other traditional drinks towards commercially produced brews, reflecting aggressive advertising campaigns by major breweries, rising urbanization, and the growing prevalence of drinking as a social activity. Owing to the above factors, many of the major brewery shares have been increasing their operational activities in different country, attracted to its vast long-term potentials.

Although industrial development on any significant scale is a recent origin in Ethiopia, Ethiopia has had long history of handicraft production such as; weaving, blacksmithing, poetry and wood working. Modern industry is of a recent phenomenon which began at the end of the 19th century. Ethiopia's industrial sector at present is at its infant stage and the significant contribution of this sector to the national economy is a direct reflection of its underdevelopment (Samson and Tadesse, 2007). As cited from Addis Ababa Chamber of Commerce and Sectoral Association (AACCSA) (2008), the manufacturing sector of Ethiopia which accounted for merely (13.3%) of GDP in 2006/2007 is dominated by food, beverage, textile, hides and skins and leather industries (<http://www.addischamber.com>).

In Ethiopia, beer was prepared in various home brewed forms. Its industrial production was a phenomenon that came about early during the last century. In line with regional trends, the beer industry is one of the most dynamically developing industries of Ethiopian economy. The industry has seen much activity in recent years including a surge in demand associated with increased urbanization, population growth, and rising incomes. From a level of just 1.0 million hectoliters in 2003/04, beer production has risen to nearly 3.1 million hectoliters by 2008/09, giving an estimated average growth of around 24 percent per year. The industry at present includes five major breweries, namely *Meta Abo*, *Harar*, *Bedele*, *Dashen* and *BGI Ethiopia (Castel Group Holdings)*. Their production capacity is close to 3.6 million hectoliters per annum after

incorporating the near-term expansion activities of Dashen, Meta and Harar breweries.

From these breweries, by far the largest supplier of beer in the market is BGI Ethiopia/Castel Group, a company owned by French investors. Its current production level is around 1.5 million hectoliters. Dashen Brewery, the subject of this study, comes in second with current production capacity of 0.75 million hectoliters per annum, followed by Meta and Harar breweries with annual capacity of 0.6 and 0.45 million hectoliters respectively. Bedele brewery is the smallest of all the beer producers.

Dashen Brewery Share Company is owned by the Amhara National Region Rehabilitation /Development Organization. The brewery is located in Ethiopia's ancient city of Gondar, 738km North West of Addis Ababa. The brewery had production capacity of 300,000HL per annum, which was expanded to 750,000HL per annum with additional investment of birr 110 million (Company profile, 2009).

In point of fact there are some researchers addressed the brewery's activities in their research for their first degree. Though these researchers have been conducting studies in the brewery, most of their concerns were only on the individual customers' satisfaction level taking organizational customers as a partner. And hence, this study is intended to fill this gap by assessing the retailers' perception on the marketing practice of Dashen brewery especially its bottled beer product, price, and promotion and place strategies.

1.2 Statement of the Problem

The marketing discipline has devoted considerable attention for establishing the need for a strategic orientation in firms and for examining the nature of the strategy itself .At the same time, numerous criticisms have been directed at marketing practitioners for their failure to adopt such orientation, and more

specifically, their tendency to focus on short term performance measures (Morris and Pitt,1993).In addition to this, academicians have also been subject to criticism, most notably for propagating general strategy framework which have little real world applicability and also under emphasizing issues of implementation when discussing strategy. There is also another failure to adopt a sufficiently interdisciplinary perspective on the design of strategies and tactics, and their inadequate treatment of issues of synergy among the elements of the marketing mix (Morris and Pitt, 1993).

Jain (2000) pointed out that, the well designed strategy is thought to have certain characteristics which include a longer term focus, proper coordination with other functional areas in an organization, and the ability to integrate marketing decision areas in a consistent fashion. Most importantly marketing strategies serve dual roles of addressing customer needs and achieving competitive advantage. At the same time, they should be consistent both with the external opportunities and threats and with internal resources and capabilities.

According to Richard and Charles, (1987), 'The product or service offering of a company or organization ultimately determines the nature of the business and the marketplace perception of the business. In this sense product is the core of the marketing management function.' Beer is mostly a product with a high emotional value (Thomas, et al. 2006). Some products from certain "beer brands" in the market are basically at a mature stage. Product specifications are also confusing for some products, with multiple tastes, volume, bottle shapes, colours, packaging and sub-brands. It is not unusual to derive scores of, or even hundreds of product combinations from a single brand, whose differences can't even be told by its own sales representatives and managers.

Many managers of manufacturing firms use general pricing strategies which are not necessarily related to the industry in which they operate in. Although Rao (1994) assured on his research that no other marketing tool has such a

powerful and immediate effect on firm's sales and profitability record as pricing, in setting prices, the result is often times to ignore the realities of cost behavior pattern and market structure confronting pricing policies without thinking about their appropriateness to a given situation. This may lead to fewer profits than other wise.

Still some breweries are weak in controlling their own prices due to some external forces intervention, and hence they set ex-factory prices at cost plus a thin margin, leaving the bigger margins to distributors. But Jain (2000) suggested that a pricer needs to review four factors to arrive at a price: pricing objectives, cost, competition, and demand. Similarly, Stok (2008) indicated that pricing a product is not always a simple matter, in order to set the right price on a given product, one has to know what the customers want, how the market will react to the price setting and what the price is of the customers' next best alternative.

Regarding to the distribution strategies, Hutt & Speh (1998) declared that frequently managers have little flexibility in the selection of distributors' structure because of trade, competition and, company and environmental factors. They make a single distributor to take care of an oversized region. A significant and increasing part of many organizations' expenditure is that incurred in keeping their products on the move through the channels of distribution to the final consumer (Richard et al. 2005). Many of beer producers only monitor the behaviour of wholesalers, while leaving retailers to the market.

The promotion and communication efforts in marketing strategy are directed at accomplishing brand awareness, brand loyalty and increase in market share. The increase in market share is characterized by effective advertising; secured channels of distribution, retail outlets and other forms of communication and other promotion variables. Marketing communication and promotion specialist

These problems in turn have a profound effect on the overall marketing activities of the brewery. As indicated in the Company's profile (2009), the analysis on its internal and environmental forces shows that Dashen is devoted to pursue better strategies that enable it to remedy its internal weakness and exploit the possible opportunities by strongly maintaining its strength to repulse the threats from its competitors.

This determination of the company motivates the researcher to find the reality of its marketing mix strategy implementation from the retailers' perception. Thus the following basic research questions were raised.

1. What product strategies the brewery currently pursues?
2. What pricing strategies the brewery currently practices?
3. What are the marketing channels the brewery currently employs?
4. What strategies are employed by the brewery to communicate its products?

1.3 Objective of the study

The general objective of this study was to assess the retailers' perception of marketing practice of Dashen brewery.

The specific objectives of the study were:

- ❖ To examine the current product strategies employed by the brewery.
- ❖ To investigate the pricing strategies that the brewery currently pursues.
- ❖ To examine the distribution strategies of the brewery.
- ❖ To analyze the brewery promotion strategies.

1.4 Scope of the Study

Although there are five breweries in the country this study was limited to Dashen brewery. Because I was working in Gondar for the last three year and I had got a chance to experience the retailer's opinion towards Dashen brewery marketing strategies.

The marketing mix strategies employed by the brewery for its product lines had a vital role in its profitability and survival. Therefore, among the two product lines in which the brewery offer to the market, this study was limited to only on assessing one of the brewery's product line Dashen bottled beer retailers' perception on the marketing practice of the brewery.

On the part of subject respondents', as Kotler (2003) stated retailers had a better access to judge the marketing mix strategies implementation of any company, as they offer both competing products to the market. Hence, wholesalers were excluded from the study with the concern that whatever the strategy is implemented wrongly or on a right way wholesalers are always fan of the brewery as far as there is a special benefit. On the other hand, until this research were conducted, the brewery had no its customer profiles this makes difficult to delineate any individual as he/she drinks Dashen beer. Due to this, final consumers were not the subject for this study.

1.5 Significance of the study

- By understanding the result, the brewery will learn about its market situations and will be able to launch suitable marketing mix strategies to increase its market share.
- There were almost negligible research conducted under the brewery marketing mix strategies implementation from retailers' perception and this paper can be a stride to further market research on the sector.
- It helps other breweries to practice their marketing mix strategies accordingly.

1.6 Limitation of the study

No study can stay perfect and carried out as expected due to recurring changes in the environment. The major limitations of this study were;

- The spread out of the respondents in every corner of the city limits the researcher not to collect back the entire distributed questionnaire this enforces to analyze only in 119 questionnaires out of 136 distributed.
- Lack of documents relating to breweries marketing mix strategies in Ethiopian context hinders the researcher to get adequate literatures about Ethiopian breweries in general and Dashen brewery in particular.
- Translation effects might bring different internal consistency rate of the same questionnaire, (Cronbach's alpha value), in English version than found in Amharic version.

1.7. Definition of Terms

Perception: The opinion or information of retailers having about the marketing practice of Dashen beer.

Product Strategy: Product strategy includes quality, brand name, packaging, labeling, reputation, foam, color and viscosity, taste, alcohol strength, sugar content, and warranty.

Price Strategy: The price is the amount of currency that buyer pays for product includes affordability, discount policy, flexibility, credit facility, percentage of margin, and pricing approaches.

Promotion Strategy: Promotion is related to the communications applied in the marketplace includes various media usage, message strength, sales promotion tools, and personal selling activities.

Place strategy: Refers to making accessible products for retailers it includes on time delivery, incidence of damages, and transportation facilities.

Beer: Beer is a beverage that has some alcoholic strength obtained from fermentation of drained water from boiling of barley, malt or other species (Sinee, 2008).

1.8. Organization of the Study

The paper is organized in such a way that it would give a coherent approach and idea to the finding. Thus this study is composed of five chapters. *Chapter one* incorporates: the background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitation of the study, definition of terms. *Chapter two* deals with review of related literatures: marketing mix elements. *Chapter three* explains the methodology used in conducting the study which contains the type and source of data, the study population and the method of data analysis used in the study, *Chapter four* contains the results and discussion of the study, *Chapter five* presents the summary, conclusion and the recommendations forwarded as a result of the study.

CHAPTER TWO

2. REVIEW of RELATED LITERATURE

This chapter is devoted to the presentation of the theoretical concepts and related literatures relevant to this study. There are a number of models, theories and literature reviews related to marketing strategies, which may bear resemblance to what will be discussed later in this research. This enables to develop ideas, which were later on serves as a ground for comparing the findings and finally for concluding the aim of this research study- the suitable marketing strategies, in terms of product, price, promotion and place, that will enable the brewery to be competitive in the existing market.

Marketing is separated from other activities of the firm and is delegated to specialists who take care of the implementation of various marketing tasks such as market analysis, marketing planning, advertising, sales promotion, sales, pricing, distribution and product packaging (Zeng and Du 2008). A company often uses four Ps as parameters to manage its internal or external constraints on the marketing environment. As a controllable tool, the marketing mix can be used by managers to generate perceived value and optimal response from the target customer.

2.1. Marketing Mix Elements

2.1.1. Product decisions and strategy

It is commonly acknowledged that the most important single element of the marketing mix is the product. Levitt's 1976 study (cited in Richard et al. 2005) indicated that because the product is at the very heart of marketing strategy, the need to manage it strategically is of paramount importance, since how well this is done is the key both to the organization's overall financial performance and to the gaining and retaining of market share. The question of *how* to manage the product strategically is not necessarily answered easily, however,

and for many firms involves a careful balancing of costs, risks and returns. In doing this, explicit consideration needs to be given to competitors and in particular to the probable implications of any moves that they are likely to make

As Kotler (2003) stated, product has five categories; the relative importance of these five elements can of course vary significantly from one product category and brand to another. The significance of this from the viewpoint of the manufacturer and the dealer needs to be seen in terms of how the product is presented through advertising promotion and then supported by the dealer. The recognition of this leads in turn to two distinct views of the product: that the product is simply a physical entity which has a precise specification and, a far broader concept, which consists of anything, be it favorable or unfavorable, that a buyer receives in the exchange process.

From the viewpoint of the marketing strategist, it is the second of these two views that is the most meaningful and that is encapsulated in the idea of the product as a 'bundle of potential satisfactions'. This has been elaborated upon by Abbott (1955) as cited by Richard et al. (2005), who has emphasized that 'what people really desire are not the products but satisfying experiences', and expanded upon, in turn, by Levitt's 1976 study (cited by Richard et al. 2005), argues that products need to be seen in terms of the benefits they provide rather than the functions they perform. Thus, he suggests, 'One million quarter-inch drills were sold not because people wanted quarter-inch drills, but because they wanted quarter-inch holes'.

Views such as this provide strong support for the suggestion that, in developing the product strategy, the marketing strategist needs to give explicit recognition both to the objective and the subjective elements of the product. The objective elements (in the form of, for example, the physical specification and price) are often easily copied by a competitor. The subjective element, however (which consists of, among other things, the image and reputation), is

generally more difficult to copy and in any markets provides the most effective basis for differentiation, and is the area in which value can most easily be added.

In practice, of course, the objective and subjective dimensions are interrelated: a strong image and positive reputation, for example, develop largely as the result of high quality and reliability. It is, therefore, the recognition of this sort of interrelationship that is at the heart of effective product policy, since it is the combination of the two that delivers 'value' to the customer. Generally, the product attributes includes branding, packaging, labeling, quality, reputation, taste, color, after sales service (Kotler 2003).

A. Branding

As Richard et al (2005) indicated a fundamental element of any product strategy is the role played by the brand. Brands are designed to enable customers to identify products or services that promise specific benefits. As such, they create a set of expectations in the minds of customers about purpose, performance, quality and price. This, in turn, allows the strategist to build added value into products and to differentiate them from competitors.

In developing a brand strategy, an organization can pursue one of four approaches: Corporate umbrella branding, family umbrella branding, range branding and individual branding (Richard et al, 2005). However, it needs to be recognized that branding involves a great deal more than simply putting a name on a package. Instead, it is about creating, maintaining and proactively developing perceived consumer value. It is only in this way that the organization is able to promise and continue to deliver to the consumer a superior value than that offered by competitors.

Beer is made from simple ingredients, and opportunities for differentiation at the production level are limited to variations in color, taste, alcoholic strength

and the use or non-use of sterile filtration and pasteurization (which give beer a longer shelf life but may affect taste). As de Chernatony and Mc William (1990) noted, "in the beer market there are only marginal differences between brands, yet on branded product testing, consumers claim far greater differences, due to brand personalities". As beer drinking is a social function, there are particular opportunities to add value to beer brands by personifying them in terms of their consumers through user imagery.

Additionally de Chernatony (1993) noted, brands are complex entities that are conceived in planning documents, but ultimately they reside in consumers' minds. They succeed because marketing strategies blend harmoniously with consumers' needs. Yet, it is not uncommon for marketers to interpret brands only from an input frame of reference. Where companies are not sure for what their brands should stand, they would do best to begin with customers' views of the brand, and try to reinforce the positive aspects of those beliefs. Thus a catchy name will add symbolism and help increase standout and attract consumers.

B. Packaging

Packaging is a crucial component for a product. It is the "least expensive form of advertising" is of particular importance at the point of sale, and the package is the manufacturer's last chance to convince the customer to purchase the product (Anonymous, 2006). Packaging plays a central role in promoting the appeal of products to first time users.

The alcohol industry relies heavily on the use of packaging and labeling as a direct marketing tool in the promotion and differentiation of its products. As Stephen et al. (2003) indicated, packaging is the final stage of the brewing process and represents the consumer's first impression of the product. Beer packaging, therefore, represents a highly competitive marketing focus that

requires marketing creativity and technological advancement to fulfill consumer needs and build sales and profits.

One of the obstacles facing in packaging design marketers is that while show up is paramount, they are all starting with the same structure: a simple bottle or can (Edwards, 2004). Since it is not possible to have a vastly different pack, companies differentiate themselves with creative labels or packaging. Marketers in the alcohol industry aim to create synergies among label designs, packaging and advertising, such that the overall brand image more quickly achieves wide recognition. The intended result of this coordination is a more effective and integrated means for alcohol companies to communicate with their consumer base, thus encouraging the selection of their product over another (Edwards, 2004).

Recently, two major U.S. brewers (Miller Brewing and Anheuser-Busch) began market testing beer in bottles made of polyethylene terephthalate (*Food Eng*, 1999). As indicated in the “7th Annual Beverage Packaging Global Design Awards in U.S.” *Bev. World*, (2000), the recent packaging innovations include unique can and bottle shapes, foam-inducing devices, and creative labeling. Glass beer bottles are manufactured in a variety of shapes, sizes, and colors. Clear or green bottles have become a popular marketing feature, but they provide absolutely no protection against light exposure—and beer can develop a skunk flavor within minutes of exposure to light. Amber, brown, and black are the only glass colors that provide protection against light (Stephen et al. 2003).

C. Labeling

Product labels are the final point of brand contact between the company and its customers before the purchase is made. Thus, a brand’s name and how it is shown on the label can be an effective way of generating sales. The main challenge is finding a way to differentiate a standardized product while

developing a strong, consistent brand identity. This is an example of the interaction of product and promotion, two elements of the marketing mix (Kotler, 2003).

According to U.S. Bureau of Alcohol, Tobacco, and Firearms, Import/Export Branch, —International Import Requirements for Various Countries for Beer, Wine, and Distilled Spirits, (2001), aside from the obvious marketing opportunities provided by the beer label, government regulations require that all alcoholic beverage labels must include the following information: brand name, class and type designation, commodity statement, name and address, health warning statement, net contents, and country of origin. The basic reason to invest in labeling and packaging is flexibility. A shrink-wrap sleeve can be changed frequently, allowing the brand to adapt its appearance more easily to changing styles and trends. Unusual colors or unique label designs can help encourage selection of one product over another at the retail level (Edward, 2004).

D. Quality

Quality is a multidimensional concept in every business streams. The concept of quality was understood as adhering to standards. That is, adapting to the established specification of a product. Nowadays, the concept of quality approaches involves the quality of process management, the quality of the process or results and quality of standards and orientation to the client (Kotler, 2003).

Many properties are important in determining the overall quality, character, flavor, and stability of beer. These include head stability, apparent carbonation, color, specific gravity, pH, alcohol content, sugar content, protein content, and viscosity. In addition, packaging properties such as material, color, fill level and sound-upon-opening contributed to the overall sensory experience and quality perception of the product (Stephen et al. 2003).

Besides, the fill level of the liquid inside the bottle is important. If the level is lower than 1.5 inches below the cap, oxidation may produce off flavors and the carbonation may decrease, causing “flat” beer. If the bottle is filled higher than 1 inch below the cap, metallic off flavors may develop from interaction with the metal cap. The ability for a beer to form foam, the stability of the foam, and the uniformity of bubbles are all very important qualities in beer. Upon pressurization in its container, typical beer is supersaturated with between 2.2 and 2.8 volumes of carbon dioxide per volume of beer. This carbon dioxide is released in bubbles that form by nucleation on sites such as small irregularities on the surface of the glass, particles in the beer, or gas pockets that form upon opening (Dale. et al. 1999).

The presence of foam in beer directly and positively affects the release of flavor components from the beer. There are substances in the beer that are vital to the flavor, and some of these substances are surface active, preferentially distributing them on the surface of the foam (Dale. et al.1999). Thus, it is desirable to achieve nice foam in the beer and for this foam to be stable over the time it takes to drink the beer.

As Stephen et al. (2003) indicated certain compounds are considered “foam negative” because of their negative effect on foam formation and stability. Some of these compounds occur naturally in the brewing process—for instance, some amino acids and lipids involved in the fermentation are foam negative if they remain in the final product. In addition, several external factors can interfere with foam stability in beer. Improper cleaning of the beer glass can leave a foam-negative residue, as can greasy food or lipstick on the rim of a glass. Size uniformity of bubbles is a desirable characteristic of the foam because it contributes to foam stability. Pressure inside a small bubble is greater than that inside a large bubble, causing a small bubble to “disappear” if it contacts a larger.

Beers are found in a wide range of colors in U.S, from very pale straw colored lagers to amber or copper-colored ales, to dark, almost black stouts Stephen et al. (2003). The color is determined by the malt and other solid materials that are used in the brewing process. (Fix 1989).

2.1.2. Price decisions and strategies

Richard et al. (2005) indicated that, the second principal element of the marketing mix – price – is in many ways one of the most visible, and for many organizations price is also potentially the most controllable and flexible element of the mix. Its significance is further emphasized by the fact that price is the only element of the mix that generates revenue – the others produce costs. It is perhaps understandable; therefore, that many marketing strategists treat pricing decisions with an extra degree of caution.

At the same time, however, it is generally acknowledged that pricing decisions are among the possibly most difficult that marketing managers are required to make (Kotler, 2003). There are several reasons for this, the most significant of which is the nature and complexity of the interaction that commonly exists between three groups – consumers, competitors and the distribution network – and the need that exists to take this interaction into account when either setting or changing a price (Richard et al. 2005).

As a result, the pricing decision is taken out of the hands of the marketing strategist by a combination of market-related factors. Prominent among these is the presence of a large and aggressive competitor, who in effect determines prices for the industry as a whole and who, with the exception of just one or two small niche players, all other organizations are obliged to follow. The issue faced then by the strategist revolves not around the question of what price to set, but rather how to ensure that costs are contained in such a way that profit can still be made (Richard et al. 2005).

Pricing has a huge impact on profitability and hence pricing strategies vary considerably across industries, countries and customers. Nevertheless, researchers generally concur that pricing strategies can be categorized into three groups: (Hinterhuber, 2008), these are cost-based pricing, competition-based pricing; and customer value-based pricing. Of these, customer value-based pricing is increasingly recognized in the literature as superior to all other pricing strategies.

In this regard Monroe (2002) decipher that: 'the profit potential for having a value-oriented pricing strategy that works is far greater than with any other pricing approach'. The increasing endorsement of customer value-based strategies among academics and practitioners is based on a general recognition that the keys to sustained profitability lie in the essential features of customer value-based pricing, including understanding the sources of value for customers; designing products, services, and solutions that meet customers' needs; setting prices as a function of value; and implementing consistent pricing policies. Despite the obvious benefits of customer value-based approaches to pricing, a review of the literature suggests that these methods still play a relatively minor role in pricing strategies.

Ingenbleek et al. (2003) demonstrate the advantages of valued based pricing. In an empirical survey of 77 marketing managers in two business-to-business industries (electronics and engineering) in Belgium, they found that customer value-based pricing approaches are positively correlated with product success, whereas no such correlation is identified between product success and the adoption of cost-based and competition-based pricing. They conclude that customer value-based pricing approaches are, overall, the best strategies to adopt in making decisions about product pricing.

On the other hand, marketing researchers recognized the inherent problems of cost-based pricing approaches as long ago as the 1950s. For example, Backman (1953) as cited by Hinterhuber 2008) notes that ". . . the graveyard of

business is filled with the skeletons of companies that attempted to base their prices solely on costs". More recently, Myers et al. (2002) assert that cost-based pricing produces sub-standard profitability; similarly, Simon et al. (2003) contend that cost-based pricing leads to lower-than-average profitability.

As Inglebleek et al. (2003) indicated in their research, competition-based pricing approaches remain dominant in pricing practice. Cost-based pricing approaches, despite being acknowledged as the weakest approach to setting prices remain the second-most commonly adopted approach. (Nagle and Holden, 2002). In contrast to the popularity of the first two approaches, customer-value approaches had an average influence. Clearly, only a small minority of companies actually adopt value-based approaches in practice despite the fact that academics and practitioners alike are increasingly asserting that such customer-oriented approaches possess significant advantages over conventional pricing methodologies.

2.1.3. Promotion strategies

Marketing communication and promotion specialist in every organization are faced with the demanding issues of how to communicate and promote the organizations brand name to its clients or consumers (Shimp, 1996). Seeing that products and services do not market themselves, it is a key factor, for any organization seeking to create brand awareness or revive the consumer brand loyalty, to assign time and resources in its marketing strategy, in terms of promotion and communication.

For many organizations marketing communications represent the most visible face of the organization. The question of how the communications program is to be managed is therefore a fundamental part of the strategic marketing task. In deciding how best to do this, the planner needs to come to terms with a variety of issues, including the question of how the communications program can be integrated with the other elements of the marketing mix in order to

achieve the greatest degree of synergy (Richard et al, 2005). Promotion and communication variables in marketing strategy consists of advertising, personal selling, publicity, sales promotion, and direct marketing (Kotler, 2003).

A. Advertising

Advertising evolves from a company's overall marketing strategy. Advertising of products and services in some organizations is considered a long-term investment and hence, the allocation of time and resources is shifted to the advertising strategies of the organization. (Richard et al, 2005).

Tellis (2004) gives a very logical explanation behind why firms advertise. Primarily firms advertise to persuade customers about the merits of their products or services, whenever supply exceeds demand, knowledge about the product is low, confidence in the supplier or product is low or when demand exceeds supply. He further explains why some advertising schemes may sometimes prove ineffective. He classifies customers into four distinct states of attentiveness to ads- search, active processing, passive processing and avoidance. He found that, usually most customers are in the state of avoidance. Customers' lack of interest and active state of avoidance are usually the contributive factors to why most advertising tends to be ineffective. Advertising has proven in some ways to be ineffective, the perception of the lay public have or professionals hope for is an undisputable fact, there are various reasons why advertising may prove ineffective –the lack of field tests and tracking, conflicts with ad agency, competitive pressure, incentive system, message weight, budgeting system and pricing system (Tellis, 2004).

Advertising strategy involves four major activities: the media strategy, which is the selection of media categories and specific vehicles to deliver the advertising message, the objective setting, budgeting and the message to communicate to its clients or consumers. The strategy implementation emphasizes on decisions concerning the choice of media over other media, and the times used to air the

commercial, finally assessing the effectiveness of the advertising strategy implemented will involve evaluating the results and determining whether the objectives have been accomplished (Shimp, 1996). Companies attempt to increase their business through better brand marketing, enabling them to gain market share at the expense of the competition by trying to give their brands greater appeal than other branded competitors. In emerging markets, where the situation is less static, companies still mainly compete against each other for market share.

B. Sales Promotion

Sales promotion consists of various marketing activities designed at accomplishing fast customer actions and immediate sales it differ from overall promotion in that they are one time activities. It is usually done to supplement both advertising and personal selling. It targets wholesalers, retailers and the end consumer. Sales promotion techniques include free samples, bonus, contests, special sales, quantity discount, promotional offers, holiday cards, celebrity appearances, exhibit booths, coupons and souvenir. (Kotler, 2003).

The long-term impact of sales promotion and advertising on brands within mature product categories was investigated by Mela et al. (1997). The study, which monitored promotion and advertising effects over an eight-year period, found that in the long run, advertising has a "good" effect and sales promotions have a "bad" effect on consumer brand choice behavior. They reason that higher overall promotional intensity within a category makes consumers price sensitive over time but that matching promotional spend by competing firms has little effect on brand market share. What is quite evident is that promotional activity has a differential impact across different groups of consumers. Meer (1995) suggested that retailers' promotional activities have created a particular consumer segment, essentially loyal consumers, who have now come to expect branded products at less than regular prices. Folkes and

Wheat (1995) supported the idea that price promotions, especially coupons and bonus buys, lower consumer perceptions of the reference price.

C. Public Relations

Like advertising and sales promotion public relation is an important marketing tool. Public relation involves a variety of programs designed to promote and /or protect a company's image or its individual products (Kotler 2003). A public can facilitate or impede a company's ability to achieve its objectives. PR has often been treated as a step child, an afterthought to more serious promotion planning. But the wise companies take concentrate step to manage successful relation with its key publics.

D. Personal Selling

As Kotler (2003)stated, personal selling is the most effective tool in the later stage of the buying process, particularly in building up buyer's preference, conviction, and action.

Many managers point to their company's sales people as the most important competitive resource. They proclaim that the foundation of their companies' competitive capabilities is the people who work for the organization. Employees increasingly view flexibility as an important perk. Today's workers enjoy the convenience that comes with the opportunity to schedule their own hours. Shorter work weeks, telecommuting, and flex-time programs all allow workers to balance work and family obligations. Paid vacations and opportunities to take time off without pay also provide for personal renewal. The sabbatical, which allows a worker to take six months to a year-off to develop new skills and broaden personal horizons, has become popular in recent years. Great companies recognize the need to avoid burn out and provide workers a variety of opportunities for revitalization.

2.1.4. Distribution strategies

As one of the key elements of a company's success, selecting the proper distribution channel strategy has been a focal point in research and managerial practices. The distribution channel strategy decision is usually based on finding the most profitable way to reach a market. Successful distribution channel strategy selection, implementation, and management cannot only help to meet the shopping needs and habits of the target customers efficiently under the cost constraints of the seller; they must also mitigate the disadvantages caused by distribution channel conflicts such as double marginalization. (Richard et al, 2005).

Strategic distribution is a competitive advantage that accrues generally from the configuration of a distribution network (who, what, where, when) and, more specifically, from the selection of partners (i.e. middlemen) who intermediate between the company and the customer by performing necessary fulfillment and service activities. More specifically, a company's distribution strategy is largely defined by decisions on the number and type of customer interfaces. That is, order entry points (where and how orders are placed) and fulfillment nodes (where and how customers obtain finished goods).

As of other marketing mix elements, distribution strategy is crucial for any beer producer. Mostly they mandate a three-tier distribution system requiring producers to sell to wholesalers, and wholesalers in turn to sell to retailers. A Beer retailer's majority revenue comes from distributing beer but they will also distribute other alcohol products to increase their product offerings and their profit margin.

http://www.stanford.edu/group/biodesign/cgi-bin/ebiodesign/index.php/development_strategy/sales-and-distribution-menu

A significant and increasing part of many organizations' expenditure is that incurred in keeping their products on the move through the channels of

distribution to the final consumer. The distribution plan focuses on the set of decisions relating to the processes that are concerned with the flow of supplies, components, products and services between sources of supply, the producer, intermediaries and end-users. (Richard et al. 2005).

Rosen bloom's study 1995(cited by Richard et al 2005) has identified major decision areas in distribution channel. The objectives to be served by a distribution strategy will typically cover how, when and where the enterprise's market offerings should be made available to the targeted markets. The strategy provides a means to these ends. Perhaps the most crucial aspect is the choice of a level of service by which an enterprise might seek to secure competitive advantage. It is also necessary to consider the characteristics of orders: large orders will require different distribution strategies from those which are appropriate for small orders.

A. Channel Structure

Rosen bloom (1995) As cited by Richard et al (2005) additionally, has pointed out, the importance of channel strategy is likely to depend upon the existence of one or more of the following conditions; target markets (or customers) demand a strong emphasis on distribution and competitive parity exists in other marketing mix variables, with the need for strategy to provide some differential advantage. Competitive vulnerability exists because of distribution neglect opportunities for synergy exist through channel strategy (e.g. via partnerships and strategic alliances).

In designing the channel structure, Doyle (1992) as cited by Richard et al. (2005) has indicated that there are three generic channel options: *direct marketing*, *a sales force* and *intermediaries*. To some extent, the choice between these generic options will depend on answers to the following questions: Can we effect distribution better than intermediaries at an equivalent cost? Or can we effect distribution as well as intermediaries at a lower cost? If the answer to

either of these questions is yes, then the enterprise should consider direct distribution. However, a barrier to direct marketing might exist in the form of well-established buying behavior. That is, people get used to buying certain products through particular intermediaries and have an inbuilt inertia to change.

In deciding on the most appropriate configuration of distribution channels, it must be decided whether to aim to sell products through all available outlets, through a selection of the available outlets in a particular area, or to limit distribution to one outlet in each area. These three alternative strategies are known as: intensive distribution, selective distribution, and exclusive distribution: The choice among the alternatives will depend to a large extent on the nature of the market offering, the target market segment and the product positioning.

Lancaster and Massingham (1988) stated that once selected and established, involve the enterprise in relatively long-term commitments to other organizations (such as wholesalers and retailers), as well as affecting in a very significant manner every other major marketing decision. It is important, therefore, to ensure that the implications of each alternative choice are carefully evaluated.

A conventional channel structure (i.e. involving intermediaries but without any attempt at managing the channel as a whole) produces the lowest score. However, the numbers themselves are not the most important feature of this approach. The main aim is to encourage managers to identify the attributes that they consider to be necessary if a channel is to operate effectively. In this way, the strengths and weaknesses of alternative channel options can be highlighted.

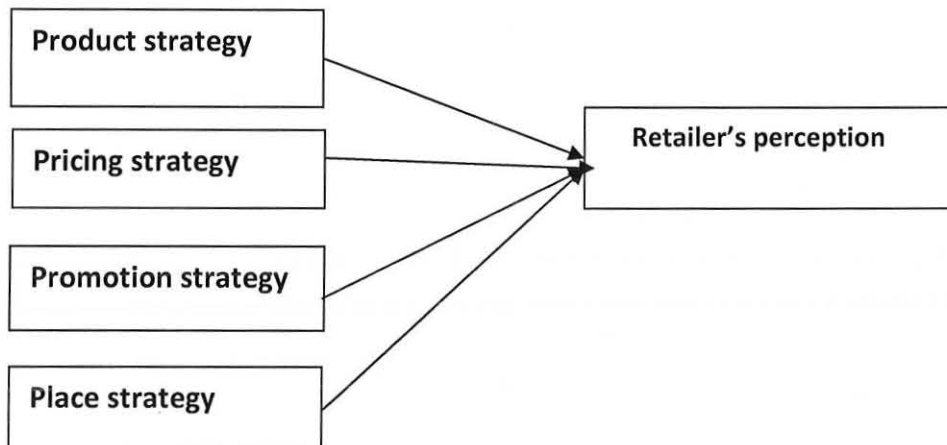
B. Selecting the channel members

In developing this part of the distribution plan consideration needs to be given to (Richard et.al. 2005).

- *Economic criteria*- reflect the pattern and levels of costs, sales revenue and profit. As each alternative channel configuration is likely to produce different levels of sales revenue and costs, the best alternative is not necessarily that producing the most or the least respectively, but the one which produces the best relationship between the two – i.e. profit.
- *Control criteria*- which relate to the degree of influence, motivation and conflict among channel members.
- *Adaptive criteria*- by which the manufacturer is able to preserve some flexibility in responding to changing conditions. Long-term franchise agreements are antithetical to adaptive behavior within distribution channels. To this list Cravens (1990) would add:
- *Manufacturer's capability and resource*- are reflected in bargaining power and channel control. An approach to carrying out an evaluation of alternative channel options has been suggested by Doyle's 1992 study (cited by Richard et al. 2005). Thus, the evidence from recent research is inconclusive regarding the alternative marketing strategies and the purpose they serve in terms of market growth, brand loyalty and market share, issues which this paper aims to address with specific reference to Dashen beer category.

2.2. Conceptual Framework

Marketing mix Elements



The conceptual framework depicting the marketing mix elements and retailers' awareness

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter describes the research method, source of data, study population, data collection instruments, and data collection procedures and data analysis.

3.1. Research Method

The main purpose of the study was to assess the retailers' perception on the marketing practice of Dashen brewery found in Gondar city. **Descriptive research design** was employed. As Hair et al (2003) pointed out, descriptive study is more appropriate to gather adequate information when the nature of the study is to describe specific characteristics of existing phenomenon.

A mixed approach, qualitative and quantitative approaches, was employed. Because the researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods. As Creswell, (2009) stated, this approach employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problem. The data collection also involves gathering both numeric information (e.g., on instruments) as well as text information (e.g., on interviews) so that the final database represents both quantitative and qualitative information.

3.2. Source of Data

The data were obtained from two sources; these are primary and secondary data sources. The researcher chose primary data in order to get first hand information from the respondents and it is easy to gather information for the specific purpose for addressing the problem at hand. Secondary data was generated from published materials and text books.

3.3. Study Population

A total of 136 beer retailers are found in Gondar city from which 119 of them are hotels and 17 groceries that are legally registered and licensed. The study area, Gondar city, was selected conveniently in order to better assess its marketing mix strategies in a near by. As Ross (1993) stated, in this technique a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher. Convenient samples are sometimes referred to as 'accidental samples' for the reason that elements may be drawn into the sample simply because they just happen to be situated, spatially or administratively, near to where the researcher is conducting the data collection.

Although, there were so many retailers in every corner of the city, these populations were selected based on the information obtained from Office of Trade and Industry of Gondar city administration. Therefore, the whole population, that is, 119 hotels, and 17 groceries were selected because the researcher believed that the total population is manageable and relevant for the study in order to recommend the result for other cities and towns.

3.4. Data Collection Instruments

The instruments used to gather primary data were self administered questionnaire and personal interview. These instruments were prepared on the intention data to collect data on the bases of the review of related literatures and the theories underlying this research. The questionnaire was constructed initially in English. In order to make convenient and easily understood by the respondents, it was translated into the local language -Amharic.

The questionnaire was classified, in to three sections; the first section deals with the marketing mix strategy of the brewery with in this section there are four sub sections. The first deals with the product strategy of the brewery, the second concerned with the pricing strategy, the third on the promotional

strategy and the last part of this section emphasizes on the distribution strategy of the brewery. The second section contains the general background information of respondents. Finally, the third section of the questionnaire was open ended type in which respondents forward their suggestion.

For the first section of the questionnaire – marketing mix strategy of the brewery concerned questions, a 5 point likert scale type questions with end anchors “1 = strongly disagree” to 5 = strongly agree” was used to describe each dimensions of the marketing mix elements As Malhotra (2002) indicated, likert scale is one of the most widely used itemized scales. The end –points of a likert scale are typically “strongly disagree” and “strongly agree.” the respondents are asked to indicate their degree of agreement by checking one of the five response categories and for the second section, multiple choice items were used. Similarly, the interview questions were constructed according to the marketing mix theory.

3.5 Data Collection Procedures

After questionnaire was developed and before actual investigation takes place, it was found important to make pilot test of the questionnaire on its content validity and reliability. In order to check the content validity of the questionnaire, two marketing professionals were involved by giving their genuine comments. On the bases of their comment, some questions were added and some were modified before the questionnaire distributed for the pilot respondents.

Then the pilot test was conducted to check the reliability of the questionnaire and to make necessary corrections. Accordingly, the draft questionnaire was then distributed to ten retailers found in Bahirdar city which is near to the actual data collection area. Based on the feedback obtained from sample respondents the questionnaire was revised. Some questions which were vague to respondents have been rephrased in the terminology and some items also

removed from the questions. And the reliability result was Cronbach's alpha value of 0.731 which is considered as acceptable.

Then the final questionnaire was distributed to 119 hotels and 17 groceries with a total of 136 retailers. Of this 102 and 17 questionnaires were collected back from the hotel and retailers respectively. The remaining 11 questionnaires were incomplete and 6 questionnaires were unreturned. Therefore a total of 119 questionnaires were used for analysis and 11 questionnaires rejected. The survey was conducted from January 13, 2010 to March 15, 2010.

3.6. Data Analysis

The data gathered through questionnaire and interviews were analyzed by using concurrent procedure. As Creswell, (2009) stated, Concurrent procedures one of the strategy to inquire and analyze the data, in which the researcher converges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator collects both forms of data at the same time during the study and then integrates the information in the interpretation of the overall results.

Data gathered through questionnaire, were edited, categorized, tabulated, and transformed in to frequencies then analyzed using, and Statistical Packages for Social Science (SPSS), descriptive statistical methods like, percentage, frequency, and mean of the responses were calculated. The mean was employed to determine where respondents fall in the rating scales average.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

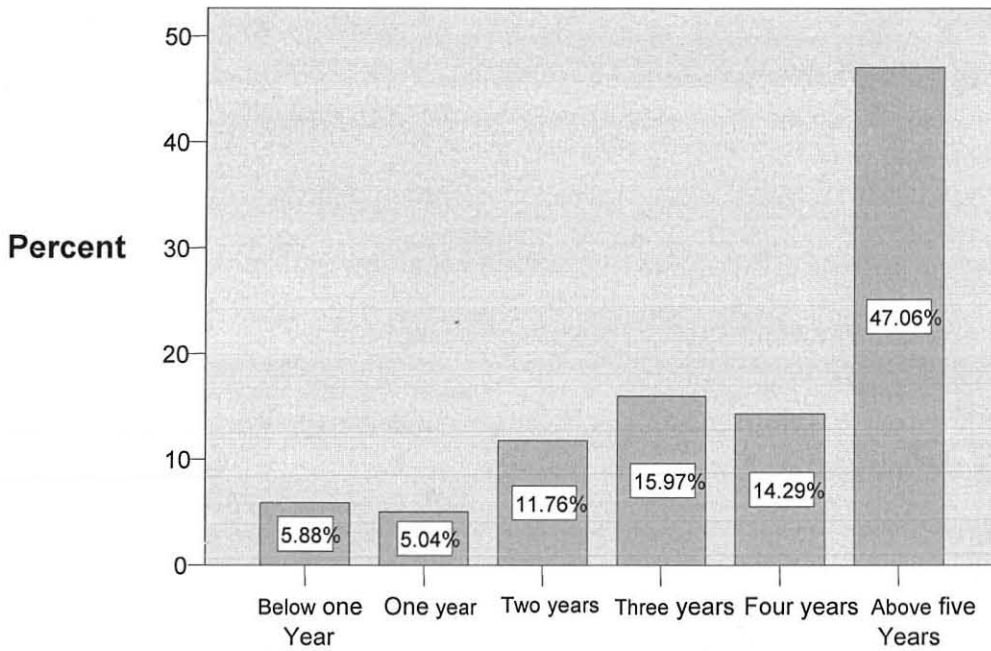
This chapter deals with the analysis and interpretation of data collected through questionnaire from 119 retailers' which were found in Gondar city. The responses of each of the questions were analyzed and interpreted. The data gathered through questionnaires were analyzed using tables and graphs followed by discussion.

This chapter was grouped in to three main parts to suit the coherent presentation of data. The first part of the chapter deals with analysis and interpretation of data related to the background information of retailers. The second part of this chapter in turn contains four sub parts and lastly the responses of open ended questions were presented.

4.1 Background information of the respondents

The basic background information about the target group of the study is presented in years of experience; purchase frequency, handling of competitor's products offered for sale, advance payment, and customer's participations in the brewery quality improvement planning.

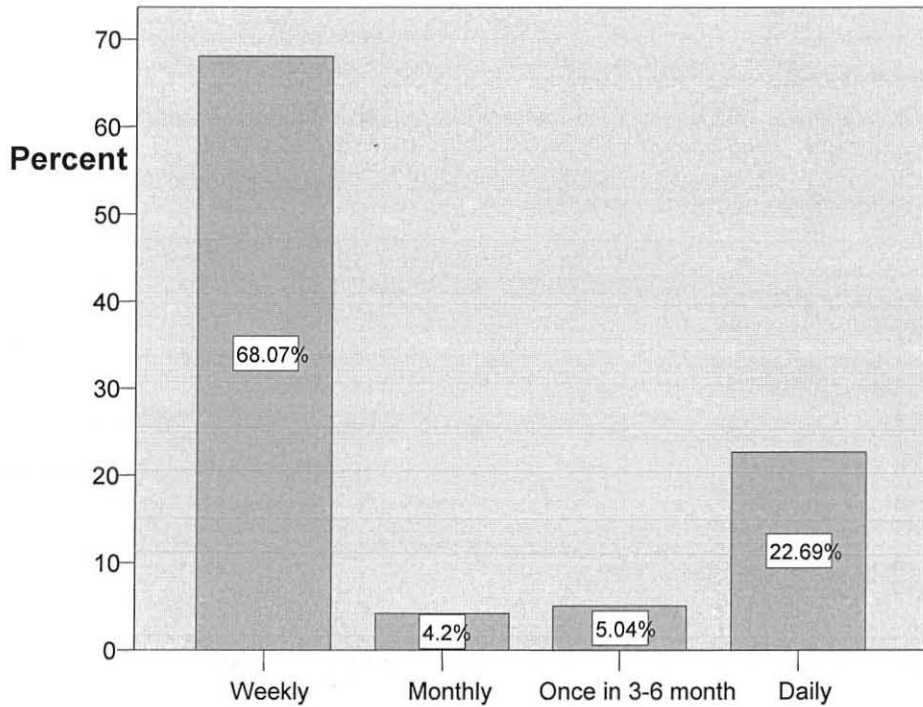
Figure 1: Respondents year of experience in the business



Source: Questionnaire

As indicated in figure 1, 47% of the respondents were engaged in retailing business for more than five years. On the other hand, 16% and 14.3% of the respondents had three years and four years of business experience respectively. And 5.88% and 5.04% of the respondents had one year and below one year of experience respectively. This indicates that majority of them are experienced in selling of the product this, in turn, helps them to choose what type of product offer to the market.

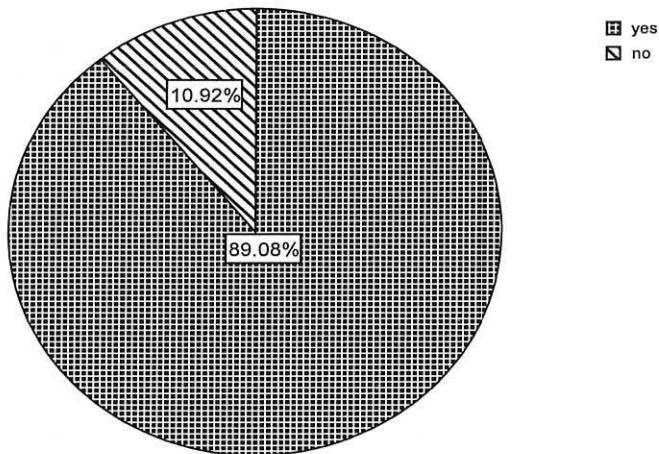
Figure 3: Frequency of purchase from the brewery



Source: Questionnaire

Figure 3 shows that, more than half of the total respondents, that is, 68.1% respondents purchase Dashen beer on weekly bases. 22.7% of the respondents purchase Dashen beer on daily bases, whereas, 4.2% and 5.04% of the respondents purchase monthly and once in 3-6 months respectively. From this we can infer that majority of customers purchased Dashen beer frequently.

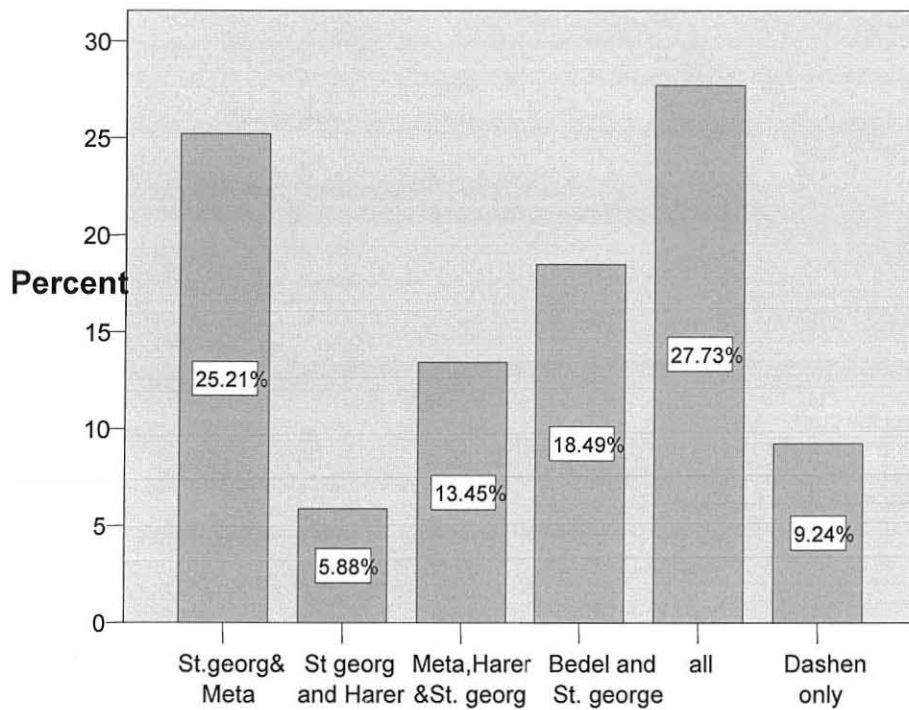
Figure 4: Handling of different brewery products



Source: Questionnaire

Supporting the results obtained from figure 1 above, as long as the respondents are experienced in the business, they are assumed to be knowledgeable about the products which are most likely accepted by the market. Consequently Figure 4 reveals the fact that 89.1% of the respondents buy different beer from others. The remaining respondents 11 % retail Dashen beer only. This data reveals that there are similar products offered by the majority of the respondents.

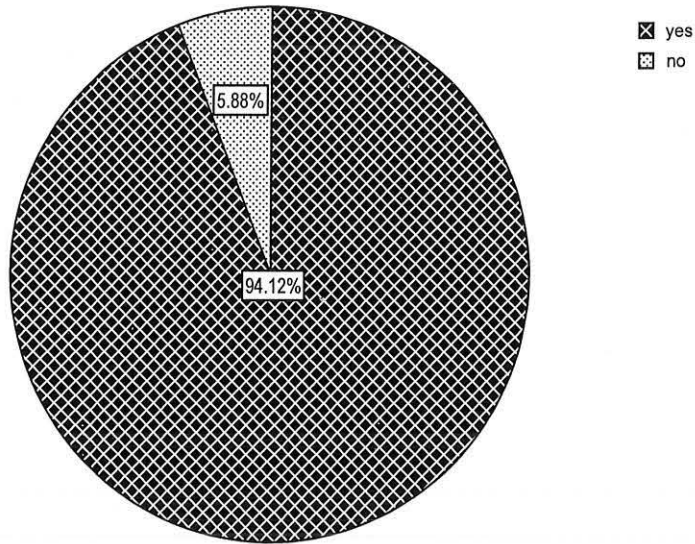
Figure 5: Type of purchased beer items along with Dashen



Source; Questionnaire

Having experience in the business is the best way to identify and select which type of products does the market is in need of. This in turn determines the type of product to be purchased from the producers in which retailers make a better turnover. Hence, 27.7% of the respondents' put up for sale a combination of all beers produced in the Country along with Dashen. Other 25.2% of the respondents sell exclusively these three beers – Dashen, St. George and Meta beer. And the remaining 9.2% of the respondents sold Dashen beer only. Although, the number of products purchased varies based on the needs of final consumer, this could be explained by the fact that respondents had alternatives of suppliers which may lead the brewery towards stiff competition.

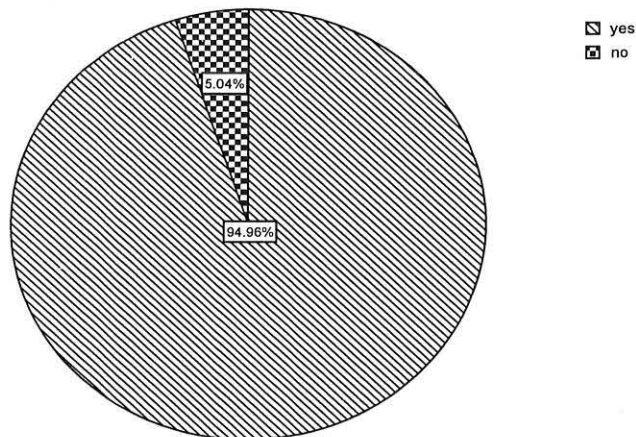
Figure 6, Advance payment for purchasing Dashen beer



Source: Questionnaire

As indicated in figure 6 majority (94.1%) of the respondents pay in advance while they buy the product from the brewery, whereas, the remaining 5.9% of the respondents could have the product without making advance payment. This implies that majority of the customers could not get the beer from the brewery on credit. From this we can infer that the brewery do not give its product to its customers without paying in advance.

Figure 7: Number of respondents participated in the quality improvement



Source: Questionnaire

As indicated in figure 7, 94.96 % of the respondents participated in the quality improvement planning of the brewery, whereas, 5.04 % of the respondents did not participated in quality improvement planning. This figure shows greater majority of the respondents participated in the quality improvement planning activity of the brewery. This figure comes because the brewery did a total customer survey last year.

In this regard, the interview survey result revealed that the brewery has made continuous need assessment on the quality improvement of the beer. As per the interview result, the only brewery which is ISO 14001, and ISO 9001 awarded in the country is Dashen beer. So that if the brewery is awarded ISO 9001 and ISO 14001, there are criteria needed to be fulfilled by the brewery to maintain its quality unless and otherwise the rewards will be taking back. Due to this, customer survey was the day to day activities of the brewery.

As per the commercial unit manager responses, the marketing unit carries out over all duty of marketing its products. The main tasks of the unit are;

- Marketing research and development
- Customer service and promotion, and

➤ Sales and distribution.

Specifically, for each tasks manager has their own procedures to follow. For example, the marketing research and development manager assess the needs of the market and specific market research were done on the 4p's of the brewery; which means, all necessary information's are collected on the market condition of the products, the price, promotion and place. In general in this sub unit estimation of demand or area capacity will be assessed. Then as per the results obtained, the second sub unit, customer service and promotion, takes advice and decides which area needs immediate solution or counter attack, event creation for satisfying and fulfilling customer needs.

Similarly , the production unit of the brewery also collects every information like latest technology, as far as the brewery is ISO 9001 awarded, foreign advisors comes monthly and follow up every activities of the brewery. Therefore, we can say that the brewery collects all pertinent information from its customers as needed.

4.2. Analysis of the brewery's marketing mix strategies implementation from retailer's outlook.

Here after, the brewery marketing mix strategies under the study is analyzed. The responses of each question are aggregated in to three parts. Such as the results summation from strongly agree to agree taken as a general agreement, from strongly disagree to disagree taken as a general disagreement and if the responses are neutral taken as it is. The mean value of each questions are taken as above average if items scores above three, below average if the mean value is below three, and neutral if it is three.

4.2.1 Product Strategy Related Items

In order to assess the product strategy of the brewery, 15 items were raised and these are presented in three consecutive tables as follows.

Table 1: Brand name and Packaging

No	Item	Strongly agree	agree	Neutral	disagree	Strongly disagree	X
1	Brand name of Dashen is attractive.	93 78.2%	17 14.3%	6 5%	2 1.7%	1 0.8%	4.67
2	I believe that Dashen beer have a good brand image.	51 42.9%	26 21.8%	25 21.0%	8 6.7%	9 7.6%	3.85
3	I think Dashen beer labeling is smart.	51 42.9%	36 30.3%	19 16%	9 7.6%	4 3.4%	4.01
4	The shape of bottle of Dashen beer is attractive.	65 54.6%	34 28.6%	13 10.9%	3 2.5%	4 3.4%	4.28
5	Size of the bottle is adequate.	9 7.6%	10 8.4%	19 16%	31 26.1%	50 42%	2.10
Grand Mean=3.78							

Source: Questionnaire

In order to assess the brand name and packaging of Dashen beer, five items were raised for rating. The overall grand mean indicated that 3.78 which is above average, reveals that the brand name and packaging strategies of the brewery is suitable for its customers.

Hence as we can see from Table 1 item 1, respondents were asked regarding the brand name of Dashen, whether they were impressed on the name of the beer or not. Great majority of the respondents, that is, 110(92.5%) agreed up on the attractiveness of the brand name, while few of them 6(5%) were neutral, and only 3(2.5%) of the respondent disagreed on the attractiveness of brand name of Dashen beer. The mean value of the responses for this item was 4.67 which were above average with five point scale. Hence we can infer that the respondents were impressed by the brand name of the beer, "Dashen".

Although, the brewery does not use clear strategy while branding its products, they named the product what stands for the societal value and heritage.

As de Chernatony and McWilliam, (1990) note, "in the beer market there are only marginal differences between brands, yet on branded product testing, consumers claim far greater differences, due to brand personalities". Therefore the survey result reveals that the brewery tries to personify its brands by using the natural heritage events in reference to the highest mountain, Dashen, near to Gondar town where its plant is found, helps to show the belongingness of the brewery in figuring the country history. This helps to get higher customer acceptance.

Reputation is the subjective element of any product and is the area in which value can most easily be added. For this reason respondents were asked on the brand image status of Dashen beer as the data reveals, majority 77(64.7%) of respondents agreed that Dashen had a good brand image in the market, while 25(21%) were neutral and the remaining 17(14.3%) respondents expressed their disagreements up on its reputation. The mean value of the responses for this item was 3.85 this was above average with five point scale implying that the brand image of Dashen beer was good.

Packaging in general, labeling in particular, is an important attributes that determines the impression of the product specially in the beverage industry, As Edwards, (2004) stated, it is not possible to have a vastly different pack, companies differentiate themselves with creative labels or packaging. Therefore, In the third item of Table 1, respondents were asked whether the labeling of Dashen beer was smart or not. As a result, majority 87 (73.1%) of the respondents were agreed up on as its labeling was nice-looking, other 19 (16%) were neutral, and 13(10.0%) were not happy with the labeling of Dashen beer. The mean value of this item as rated by the respondents was 4.01 which implies above average. From the data we can infer that majority of the respondents agreed with the attractiveness of Dashen beer labeling.

Concerning to the bottle shape of the beer, 99(83.2%) of the respondents agreed as it was impressive. whereas 7(5.9%) of the respondents argued on its attractiveness and 13(10.9%) respondents were neutral. The mean value of this item indicated 4.8 which were above average as per the five scales rating hence we can infer that the bottle shape of Dashen beer was attractive.

On the sufficiency of the bottle size, table 1 item 5 shows that majority 81(68.1%) of the respondents disagreed. The remaining equal number of respondents were agreed and were impartial which figures 19(13.6%) for each. The mean value of this item was 2.10 which were below average on the five point scale. This shows that the size of the bottle of Dashen beer was not sufficient enough to satisfy heavy users demand.

Table 2: Beer Quality and its related Attributes

No	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	X
	I feel that Dashen beer quality is better than other.	74 62.2%	27 22.7%	9 7.6%	8 6.7%	1 0.8%	4.38
2	Alcohol content of Dashen beer is very high.	59 49.6%	30 25.2%	19 16%	11 9.2%	-	4.15
3	Sugar content of Dashen beer is less.	74 62.2%	21 17.6%	14 11.8%	3 2.5%	7 5.9%	4.27
4	Color and viscosity of Dashen beer is good.	72 60.5%	27 22.7%	15 12.6%	3 2.5%	2 1.7%	4.37
5	Dashen beer is free from hangover.	49 41.2%	20 16.8%	28 23.5%	11 9.2%	11 9.2%	3.71
7	Formation of foam is very high.	62 52.1%	25 21.0%	24 20.2%	4 3.4%	4 3.4%	4.15
8	Taste of Dashen beer is yummy.	67 56.3%	30 25.2%	13 10.9%	4 3.4%	5 4.2%	4.26
Grand Mean =4.18							

Source: Questionnaire

In order to measure the quality of Dashen beer, 8 items were raised for rating. The grand mean of these items were 4.18 which was above average. As indicated in the literature many properties are important in determining the overall quality, character, flavor, and stability of beer. These include head stability, apparent carbonation, color, pH, alcohol content, sugar content, protein content, and viscosity. In addition, packaging properties such as material, color, fill level and sound-upon-opening contributed to the overall sensory experience and quality perception of the product (Stephen et al, 2003). Some of these properties can be evaluated by simple observation, while others can be evaluated only by using specialized instrumentation or chemical analyses.

The first item in Table 1, which says "I feel that Dashen beer quality is better than other beers." majority 101 (84.9%), expressed their agreement. The remaining equal numbers of respondents were agreed and impartial which figures 9(7.6 %) for each. The mean score of this item was 4.38 which were above average in five point scale rating.

The results from interview also revealed that, the brewery used many techniques for bringing and maintaining its beer quality. Hence the brewery has four *modern machine* operators which have fixed online analyzer by itself. Each machine has its own contributions;

- ❖ Clean in Place (CIP) - The brew house tankers are automatically washed as it is, without any human touch.
- ❖ Empty Bottle Inspection (EBI)- Before the bottles are filled, this machine checks the bottle quality, whether it is cracked or not, since the brewery uses the bottles of St. George beer after removing its label when there is scarcity, everything was kept clear through EBI and the bottles with problem were rejected automatically.
- ❖ Full Bottle Inspection (FBI) - While the beer was filling in the bottle, these machines check not to be over fill and under fill level, in addition, this machine checks whether the labeling is placed correctly or not.

- ❖ Waste water treatment - Over 20, million birr was invested for waste water treatment for saving the aquatic life while removing its waste. Due to its commitment for environmental friendly activities, ISO 14001 awards belongs to the brewery.

In addition to these machineries, the *inputs* used by the brewery had also a profound contribution for having quality beer ever. The brewery follows the German's brewing principle called "**purity law**", which enforces any breweries to use only four types of inputs such as malt, hop, yeast, and water. As a result, the brewery is now become the only ISO 9000 quality awarded brewery in the country.

Generally as the survey result revealed, above, all the above elements had their own major contribution for having quality beer. Therefore, the survey result revealed the quality level of Dashen beer was excellent.

Alcoholic content is one of the fundamental properties in determining beer quality. Mostly alcohol strength expressed as a percentage which indicate whether it is a percentage of the beer's weight or volume, since the latter will give a higher number. (<http://www.beermasters.com>) In this case, Dashen beer has a 4.5 alcoholic content by volume. Therefore, as indicated in Table 2, item 2, majority 89 (74.8%) of the respondents expressed their agreements on the strength of Dashen beer's alcoholic content, whereas 19(16%) of respondents were neutral and 11(9.2%) disagreed with the strength of Dashen beer alcoholic content. Referring the mean value of 4.15 with five point scale rating, we can infer that the alcoholic content of Dashen beer was higher than other competitors beer's produced in the country. Therefore the brewery needs to take advantage of its strength to best fit the market needs.

The sugar content of the beer is perceived differently by different individuals. Some individuals prefer a beer with sweet taste and others bitter taste with the intention of as it is free from sugar. From the view point of the breweries, some used sugar content of their products as a competitive advantage. What the

great majority 95 (87.5%) of respondents agreed was that, Dashen beer sugar content was lower than other beers. A few respondents 10(9.4%) disagreed and 14(12.8%) of the respondents were neutral. With the mean value of 4.28 in five scale rating this shows that the sugar content of Dashen beer is lower than other beers produced in the country in which many consumers preferred most.

The color of one beer is determined by the malt and other solid materials that are used in the brewing process. Beers are found in a wide range of colors, from very pale straw colored, lagers to amber or copper-colored ales to dark. In this end, from Table 2, item 4, great majority 99(82.2%) of the respondents agreed with the color and viscosity of Dashen beer was very good and 5(4.2%) of the respondent disagreed and the remaining 15(12.5%) were neutral. The mean value of the responses for this item was 4.37 this was above average with five point scale. From this, we can infer that Dashen beer have a better color and viscosity which is considered as ale. Ale beer was originated in Britain and was brewed at room temperature. It tends to contain more hops and malt than lager, and has a nutty or bitter taste. (<http://www.beermasters.com>).

Regarding to the hangover of the beer does the respondents experienced after drinking, 69(58%) of the respondents expressed their agreements on the statement of Dashen beer is free from hangover. Other 22(18.4%) said the beer is not free from hangover and 28(23.5%) were neutral. The mean value implies 3.71 which were above average as per five scales rating. From this we can infer that majority of the respondents agree that Dashen beer is free from hangover.

The ability for a beer to form foam, the stability of the foam, and the uniformity of bubbles are all very important qualities in beer. Concerning to the foam formation of Dashen beer 87(73.1%) of the respondents agreed, 24 (20.5%) of respondents were neutral on the formation of foam and the remaining 8(5.3%) argued on foam formation of Dashen than other beers did.

The mean value of this item was 4.15 this is above average with five point scale. The data reveals that majority of respondents had a good attitude towards the foam formation of Dashen beer. Consequently, the presence of foam in beer directly and positively affects the release of flavor components from the beer. In addition to this, one of the major inputs, hops contribute two very different elements to beer. They add a balancing bitterness without which beer would be almost disgustingly sweet. Even very mildly hopped beers depend on this bitterness to be drinkable. Hops also contribute floral, spicy aroma and flavor to beer. For many beer lovers the smell of hops is the smell of beer. (<http://www.beermasters.com>)

There are also substances in the beer that are vital to the flavor, and some of these substances are surface active, preferentially distributing them on the surface of the foam. (Dale et al 1999). Thus, it is desirable to achieve nice foam in the beer and for this foam to be stable over the time until it takes to drink. The finding of this item indicated that, 97(81.5%) of the respondents agreed that the taste or flavor of Dashen beer is delicious, on the other hand few 9(7.6%) of the respondents indicated that the taste of the beer is not as such lip-smacking, and 13(10.9%) of the respondents were neutral. The mean value of this item was 4.26 we can infer from this data that respondents were pleased to the taste of Dashen than other beers.

Table 3: Availability of After Sales Service

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	X
1	The brewery provides guaranty.	25 21%	10 8.4%	22 18.5%	30 25.2%	32 26.9%	2.71
2	Dashen provides technical supports.	21 17.6%	15 12.6%	22 18.5%	29 24.4%	32 26.9%	2.69
Grand mean=2.70							

Source: Questionnaire

In order to assess after sales service of the brewery 2 items were raised and the grand mean of these two items indicated 2.70 which were below average. We can infer from this data that the brewery does not offer after sale service. As indicated in Table 3 item 1, respondents were asked on the availability of after sale service offered by the brewery, thus more than half of 62(52.1%) of respondents articulated their disagreement, the other 35(29.4%) of the respondents agreed on the presence of guaranty. But 22(18.5%) of the respondents were neutral. The mean value of this item was 2.71 which were below average. This reveals that more than half of the respondents complained on the brewery after sale service. Since after sale service is one part of the augmented product for making customers delighted. If customers did not get this service at the desired time, dissatisfaction may result which enforced them to switch to other breweries.

Inferring the data from Table 3 item 2, respondents were also asked about the supports given by the brewery and 61(51.3 %) of the respondents said the brewery did not provide any supports when they are in need of. On the contrary, 36(30.2%) respondents agreed as they got supports for damaged products and 22 (18.5%) kept neutral. The mean score of this item was 2.69 which were below averages in the five scales rating. This implies respondent could not get any supports even when the product was being damaged and material supports.

4.2.2. Price Strategy Related Items

In order to assess the pricing strategy of the brewery, 9 items were raised and these are presented by two consecutive tables as follows.

Table 4: Dasher beer price setting policies

No	Item	Strongly agree	agree	Neutral	disagree	Strongly disagree	X
1	The price of Dasher is affordable.	9 7.6%	13 10.9%	34 28.6%	32 26.9%	31 26.1%	2.47
2	The price is proportionate with the quality of product.	21 17.6%	17 14.3%	34 28.6%	28 23.5%	19 16%	2.94
3	The price of Dasher is flexible.	13 10.9%	15 12.6%	22 18.5%	29 24.4%	40 33.6%	3.57
4	Dasher sales its product on credit	14 11.8%	9 7.6%	16 13.4%	33 27.7%	47 39.5%	2.24
5	Percentage of margin is very attractive.	21 17.6%	17 14.3%	29 24.4%	19 16.0%	33 27.7%	2.78
Grand mean = 2.80							

Source: Questionnaire

In order to assess the price setting policy of the brewery, five items were raised for rating. Even though there are differences in mean value of each item, the overall grand mean of the price structure of the brewery was found as 2.80 which were below average on five point scales. This shows that the brewery pricing setting was not convenient for the retailers.

Among the items in Table 4, item 1, shows that more than half of, that is, 62(53%) of the respondents were disagreed on the affordability of Dasher beer price. On the contrary 22(18.5%) respondents were agreed up on the affordability of the price. And 34(28.6%) were not taking sides in the statement which says Dasher beer price is affordable. The mean value for this item was 2.47 which were below average as per the five scale of rating In fact different customers had different capacity to buy the product; customers might

recognize affordability on the bases of their own financial strength. The survey result revealed that Dashen beer price was not affordable. This resulted in losing price sensitive customers and the long run effect would be worse.

Supporting this finding, the interview result revealed that, the brewery know the consumers, who found in Gondar, had complained on the price of Dashen beer, relatively as the brewery is near to the retailers. According to the survey result, the only two regions in which the brewery makes a profit were Amhara and Tigray, if the brewery set the price down, the margin of the brewery definitely becomes less. Due to this majority of customers was dissatisfied and their proximity advantage was lower. For the time being for keeping the benefits of the final consumers the brewery opened two outlets considered as a measure for bringing down the price in the city, which is a direct competitor for its retailers.

Respondents were also asked to express their degree of agreements on proportionality of price against the quality of the beer. In relation to the proportional setting of price with quality, 47(39.5%) of the respondents were disagreed, 38(31.9%) of the respondents agreed, and 34(28.6%) were neutral. As indicated, the mean score of the item was 2.94 which were slightly below average. Although majority of the respondents had no complain on the beer quality as we had seen from table1, item 1. These respondents believed that the price of Dashen beer was relatively not proportional as compared to its quality. Obviously some consumers were price sensitive and they might be forced to switch towards other competitors' products with a fraction of price differences regard less of the beer quality.

Concerning to the flexibility of Dashen beer price compared with other beers, more than half of, that is, 69(59%) of the respondents were disagreed, 28 (23.5%) of them agreed and the remaining 22 (18.5%) of the respondent were neutral. The mean score of the item was 3.57 which were above average in the five scale rating. From this we can infer that the price of Dashen was not

Table 5: Price Setting Method and Discounts

No	Item	Strongly agree	Agree	Neutral	disagree	Strongly disagree	X
1	The brewery considers retailers value while setting a price.	6 5%	12 10.1%	29 24.4%	44 37.0%	28 23.5%	2.36
2	The brewery offers a discount when I order in bulk.	8 6.7%	7 5.9%	19 16%	43 36.1%	42 35.3%	2.12
3	The brewery changes its price when competition becomes stiff.	24 20.2%	38 31.9%	19 16.0%	15 12.6%	23 19.3%	2.78
4	The brewery changes its price based on its costs.	18 15.1%	21 17.6%	27 22.7%	27 22.7%	26 21.8%	2.81
Grand mean= 2.51							

Source: Questionnaire

Regarding to the price setting strategies, respondents were asked in table 5 item 1, to point out their level of agreement whether the brewery considers customer value or not. Hence, 72(60.5%) respondents argued that the brewery considers customers' value while setting its prices. And 29(24.4%) of the respondents were neutral, whereas the remaining 18(15.1%) of the respondents agreed as the brewery gives attention for its business customers while setting its price. The mean score of this item was 2.36 which were below average.

As Ingenbleek et al. (2003) concluded that customer value-based pricing approaches were, overall, the best strategies to adopt in making decisions about product pricing. However, the data reveals that the brewery did not consider its customers value while setting its prices.

Regarding to the discounts made for bulk purchases, 85(71.4%) of the respondents disagreed, 19(16%) of the respondents were neutral and 15(12.6%) of the respondents agreed .The mean score of the item was 2.12 which were below average in the five scale rating. Thus we can infer that these customers were not beneficial on their bulk purchase for getting the product by discount.

On the other hand respondents were also asked whether the price of Dashen beer is changed as per the competition or not. Then majority 62(52.1%) of the respondents agreed, 38(31.9%) of the respondents disagreed, and 19(16%) of respondents were neutral this reflected that the price of Dashen beer was adjusted on the bases of the competition. As per the information obtained from interviewee, the price of the beer is set in agreement together with other breweries, "Cartel agreement" hence the brewery do not follow a competition based pricing method, rather when the price of one beer increased other breweries price also increased together and vice versa.

Related to the price change made based on the costs, 53(44.5%) of the respondents expressed their arguments as the price of the beer is adjusted even when input price was reduced. Other 39(32.9%) of respondents agreed, and 27(22.7%) remains not taking sides to say the price is changed on the bases of its cost. The mean score of the item was 2.81 which were below average in the five scale rating. For this matter, Myers et al. (2002) asserted that cost-based pricing produces sub-standard profitability; similarly, Simon et al. (2003) contend that cost-based pricing leads to lower-than-average profitability. As stated in Table 4.2.2, item 5, we already inferred that the price changes made by the brewery is not attractive enough which in turn brings a profound effect in the reduction of profit margin of the respondents business. Although the bases for the pricing strategy the brewery used were both cost based and customer value based pricing. Therefore we can infer that there was no cost based effects on the price of Dashen beer.

4.2.3. Distribution Strategy Related Items

In order to assess the distribution strategy of the brewery, 5 items were raised and these are presented in the following table as follows.

Table 6: Dashen beer distribution related items

No	Item	Strongly agree	agree	Neutral	disagree	Strongly disagree	X
1	There are incidences of damages in supply.	7 5.9%	10 8.4%	32 26.9%	25 21%	45 37.8%	2.23
2	Dashen deliver its product on time.	15 12.6%	16 13.4%	27 22.7%	14 11.8%	47 39.5%	2.54
3	Dashen deliver products up to the door of our shop.	39 32.8%	19 16%	19 16%	19 16%	23 19.3%	3.26
4	Dashen cover transportation cost by its own.	44 37%	13 10.9%	20 16.8%	15 12.6%	27 22.7%	3.26
5	Dashen provide all the necessary supportive materials.	20 16.1%	7 5.9%	20 16.1%	37 31.1%	35 29.4%	2.49
Grand mean = 2.85							

Source: Questionnaire

In order to assess the distribution strategy of the brewery five items were raised for rating. Even though there are differences in mean value of collected data in each item, the overall grand mean of place related strategy of the brewery was found 2.85 which were below average on five point scales. This shows that the brewery place strategy is not convenient for the retailers As indicated that, in Table 6, Item 1, more than half of the respondents 70(58.8%) resisted the incidence of damage in the supply, whereas 17(14.3%) of the respondents concurred that there were incidence of damages in supply. and the remaining 32(26.9%) of the respondent were neutral. The mean score of the item was 2.23 which were below average in the five scale rating. From this we can infer that there are no incidences of damage in the product.

Concerning to on time delivery of the products, 31(25%) of the respondents agreed, majority 61(51.3%) of the respondents were disagreed and 27(22.5%)

were neutral. The mean score of this item was 2.54 which were below average in the five scale rating. As the interview result indicates, although there was no any malt or hop scarcities consequently, there are some down times- EBI, bottle washer and FBI, related problems enforces them not to produce the required amounts of beer on time. This implies that customers could not get the ordered amount of the beer at the desired time.

Concerning to the delivery of the products up to the door of retailers outlet, Table 6 item 3 shows that, 58 (50.8%) of respondents could get the product at their convenience 42(35.3 %) of the respondents were obligated to follow the foot step of the brewery's truck. As a result, they couldn't get the product in well-situated place. The remaining 19(16%) of the respondents were neutral. The mean score of the item was 3.26 which were above average in the five scale rating. This could be explained by the fact that customers were at ease on getting the product in a nearby.

As indicated in Table 6, item 4, on the payments made for transporting the product, 57(47.9%) said the cost of transportation is covered by the brewery whereas, 42 (35.3%) of the respondents disagreed as the transport cost covered by themselves. And the remaining 20(16.1%) of the respondents were neutral. The mean score of the item was 3.20 which were slightly above average in the five scales rating. From this we can infer that, the brewery provides a transportation facility to deliver the product. The interview result also indicated that, the brewery delivers its product up to the door of the retailers.

Lastly respondents were asked on availability of necessary supportive truck given for handling the product. Majority 72(60.5%) of the respondents said there is no any truck given from the brewery to take the product from the wholesalers to their sales outlet. 27(22%) of the respondents obtained support of truck, and 20(16.1%) of them were neutral. The mean value of this item was 2.49 which were below average.

4.2.4. Promotion Strategy Related Items

In order to assess the promotion strategy of the brewery, 6 items were raised and these are presented in the following table as follows.

Table 7: Promotional Strategies Related Items

No	Item	Strongly agree	agree	Neutral	disagree	Strongly disagree	X
1	Dashen does resort different media to advertise its products.	45 37.8%	37 31.1%	20 16.8%	10 8.4%	7 5.9%	4.29
2	The message weight and attractiveness of Dashen beer is strong	17 14.3%	17 14.3%	30 25.2%	36 30.78%	29 23.1%	2.86
3	Dashen resorts discounts and other contests.	17 14.3%	13 10.9%	27 22.7%	37 31.1%	25 21%	2.66
4	Dashen gives promotional equipment and materials.	27 22.7%	12 10.1%	33 27.7%	24 20.2%	23 19.3%	2.96
5	Dashen provides a gift for us.	31 26.1%	18 15.1%	27 22.7%	22 18.5%	21 17.6%	3.13
6	Sales personnel are approachable	17 14.3%	8 6.7%	27 22.7%	25 21%	42 35.3%	2.43
Grand mean = 3.05							

Source: Questionnaire

In order to assess the promotion strategy of the brewery six items were raised for rating. Even though there are differences in mean value of collected data in each item, the overall grand mean of promotion related strategy of the brewery was found 2.77 which are slightly above average on five point scales. This shows that the brewery promotional strategy was adequate.

There is no single and simple form of advertising medium suitable for all products and countries. The selection of an advertising medium should be considered and decided based on factors like cost-effectiveness and efficiency. The selected mediums must be cost-effective in reaching the target customers and they should also be clearly efficient in terms of motivating and persuading the target customer (Sarah, 2009). As it can be observed from Table 7, item 1,

82 (68.9%) of the respondents agreed that the company uses different advertizing media to promote its products. 17(14.3%) of the respondents expressed their disagreements and other 20 (16.8%) of the respondents were neutral. The mean score of the item was 4.29 which are above average in the five point scales rating. From this finding we can deduce that the media used by the brewery were better reached the target audience. This encourages the brewery to increase its market share and to reach its customers through various media.

As indicated from Table 7 item 1, majority of the respondents agreed that the brewery utilize different media, but how much the message transmitted through these different vehicles was strong enough was also a deal for this study. Therefore 34 (28.6%) of the respondents agreed with the statement which was "The message strength and attractiveness of Dashen beer is strong" and 65 (53.88%) of the respondents disagreed and the remaining 30(25.2%) of them were neutral. The mean score of this item was 2.86 which were below average in the five scales rating. The interview result also revealed that, the message was not strong and even the message production is not updated frequently.

Companies use promotional discount as a means of attracting and encouraging their customers for a given period of time. Regarding to the promotional discounts and contests made by the brewery, 82(68.9%) of the respondents pointed out their degree of disagreements, whereas other 30 (25.2%) of the respondents were agreed and 20(16.8%) of respondents were neither agreed nor disagreed in the discounts offered by the brewery. The mean score of this item was 2.66 which were below average in the five scales rating. This indicates that as majority said the brewery had no any attractive promotional discounts and contests.

Some companies in the business environment offer different equipments to suit their customers in handling its products conveniently and as a means of

promotion. Therefore, 47(39.5%) of the respondents in this regard disagreed on the statement which says "Dashen gives promotional equipment and materials". Other 37(32.8%) of the respondents agreed that the brewery offer necessary equipments. The remaining 33 (27.7%) of the respondents were neutral. The mean score of the item was 2.96 which were slightly below average in the five scales rating. The data reveals that some retailers could get the equipments and some could not.

Gifts are one of the sales promotional tools of every company, although the degree of implementation may vary according to the company's promotional policy. In this case 49(41.2%) of respondents agreed that as the brewery provides a gift. On the other hand 43(36.1%) of the respondents argued that as the brewery offer gifts. And 27(22.7%) of the respondents remained neutral. The mean score of the item was 3.13 which were slightly above average in the five scales rating.

Although the brewery employs different promotional mechanism such as; broadcast advertising, print advertising, publicity and sales promotions like sponsorship, happy hours, and quota bonus, the data reveals these sales promotion techniques were not implemented effectively.

In order to assess the personal selling activities of the brewery respondents were also asked to rate their level of agreements regarding to the sales person sociability thus more than half, that is, 67(56.3%) of the respondents disagreed on the brewery's sales personnel approach, 25(21%) of the respondents decipher that the brewery's sales people were diligent and friendly while they deliver the products and 27(22.7%) of the respondents were neutral. The mean score of the item was 2.43 which were below average in the five scales rating. This implies that the sales peoples of Dashen brewery were not friendly.

4.3.1. Responses for open ended questions

In the survey the respondents were asked to leave their suggestions regarding to the brewery marketing activities in general. In order to make it clear and precise their responses were presented in five categories. It covers the four P's and general comments. Therefore the responses are presented as follows.

Related to the *product strategy* of the brewery, respondents had complained the insufficiency of bottle box either to borrow or to purchase. In addition to this, they said the brewery needs to use 'black' colored bottle for packaging without justifying the reason why it for. But it is scientifically stated by Stephen et al. (2003), that Amber, Brown, and Black are the only glasses that provide protection against light.

Concerning to the *pricing strategy*, although the brewery is in a good status, majority respondents were not comfortable on the price of the beer. Furthermore, respondents were not interested in the margin. As they said, "other breweries sell their products at reasonable price regardless of the distances where it comes from but Dashen beer's price is exaggerated as it seems the beer was imported from abroad".

Furthermore, respondents added their disagreement on the price of the beer by saying that "as far as the brewery did not incur much transportation costs to deliver its products, the price is not reasonable". And they blamed the brewery as 'what the benefit is obtained as being the plant is found in Gondar city as far as we did not get any price discounts than others?' This was majority's question. In general, many of the respondents did not accept that the price of the beer is reasonable the fact that its plant is found in the city.

Similarly, respondents forwarded their suggestions on the part of the brewery *promotional strategy* as the brewery has to do more on its promotion by including sponsoring events especially famous international and national football games, religious events and even up to forming a club by its own

names as St. George beer does. In addition to this, some respondents gave their comments on the improvements of the message which was transmitted through broadcast and print ads as it was not impressive and updated. Furthermore, most of the respondents indicated that they are in need of promotional equipments like, refrigerator, tray, key rings, T-shirts, and updated calendars.

Many suggestions were also flowing towards the personal selling activities of the brewery. From this the first and foremost were, the sales persons of the brewery do not bother and strive for the brewery survival. Rather they do it for serving their friends and for gaining money for themselves. Due to this, they became careless in handling its customers.

On the other hand, some respondents stated that nowadays the sales personnel gives due much attention only for selling the product than taking care of customers consequently 'Partiality was one of the brewery's sales personnel major problems. These sales personnel were impatience, and even they did not want to hear their customer's problems and enforced them to carry only their products' as most of the respondents said.

Regarding to the *distribution* of the brewery, respondents blamed the brewery on the shortage of its supply. And some individuals complained those cooperatives, who act as a wholesaler of Dashen beer, assigned by the brewery itself, could not bring the product up to door and as they could not get the beer when they are in a need of.

As per the information's obtained from the interviewee almost (70%) of the brewery inputs came from abroad which are not still sufficient. As a result the brewery had encountered shortage of supply which impedes the brewery to satisfy the market needs. According to the survey result, the current status of the brewery production level is 169,000 hectoliter (Hcl). But in order to satisfy the market demand, the brewery plan to expand its production level to 1,

million Hcl of beers by increasing the number of tankers within the brewery and a new additional plant establishment on the southern part of the country.

Respondents were also leaved their general opinions as, beyond its product sales, the brewery had a profound contribution for the country development in general and for Gondar city in particular in creating a job opportunity. But its support and involvement in social affairs was not known and not sufficient as compared to other breweries did in the city and around. But what the interview survey result indicated was somewhat different , thus, 21 million birr was budgeted for promotion, and the major cost is invested for publicity activities involved in infrastructure; hospitals, schools, and other societal services although the majority of consumers were not aware of.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary

The main focus of this study was to assess the marketing mix strategy of Dashen brewery. The subjects of the study were retailers (Hotels and Groceries) which are found in Gondar city. Respondents were selected through purposive sampling technique. The following research questions were raised and treated.

1. What are the product strategies the brewery currently pursues?
2. What pricing strategies the brewery currently practices?
3. What are the distribution strategies the brewery currently employs?
4. What strategies are employed by the brewery to communicate its product for consumers?

In order to answer these research questions and carry out the study a descriptive method of research was employed. To collect the required data, questionnaire and interview were used. Percentage and mean were employed to analyze the data throughout the study; finally the study comes up with the following findings.

The following are the major findings of the study;

1. Regarding to the product strategy of the brewery particularly the brand name, packaging and labeling, majority respondents were impressed and agreed that the labeling of Dashen beer was nice looking with a grand mean value of 3.78 which was above average. Even though the bottle shape of the beer is convenient for handling, respondents were not satisfied on the size of the bottle.
2. According to the data obtained, great majority with a grand mean of 4.18 agreed on the quality of the beer in general and other many properties of the beer quality dimensions such as the strength of the alcoholic content of the

beer and its sugar contents was less which is preferred by alcohol consumers. The color and viscosity of the beer were also acceptable in addition to the foam formation ability and its yummy taste of Dashen beer.

3. With respect to the availability of after sales services like warranty, and other supports, the grand mean of the items were 2.70 which was below average, indicated that the brewery after sales service facility was not good and unable to offer sufficient number of crate.
4. Regarding to the affordability of the price, majority of the respondents decipher that the price of Dashen were not fair and affordable in relation to its proximity with the mean value of 2.47 which was below average. Even though the quality of the beer is better than other beers, still some of respondents indicated that the price was not proportional.
5. Concerning to the credit facility given by the brewery, majority of the respondents articulated their level of disagreements with the mean value of 2.24 and they could not get the product on credit. Hence (94.6%) of the respondents pay in advance for buying the product.
6. On the attractiveness of the turnover got from Dashen, compared to carrying other beers, the mean value indicates that 2.78 which was below average. Even though the retailers hold different breweries product, the margins obtained from Dashen beer were not attractive relative to its proximity.
7. Regarding to the price setting methods, on the bases of its customers value, the grand mean value 2.51 which were below average indicated that, the brewery does not consider the values/ benefits, rather the brewery increase its price when other breweries price increases because the brewery price is set on a cartel agreement bases. On the other hand, the mean value depicted 2.12 which were below average for the discounts offered. Hence,

respondents have got no any discounts whatever amounts of the product bought from the brewery.

8. Related to the distribution strategy of the beer especially in the incidents of damage, the mean value shows that 2.23 which were below average this indicates that there were no incidence of damages in the product.
9. Although the brewery delivers the products up to the door of retailer's sales outlet, they could not get the product on time delivery referring the mean value of 2.54 which were below average. Thus respondents could not get the product at a desired time.
10. According to the data obtained from respondents related to the promotional activities of the brewery, the mean value 4.29 which is above average indicated that Dashen employed various media. However the messages transmitted through it were not attractive and strong as respondents verified in reference to the mean value 2.86 which were below average.
11. Regarding to the sales promotional tools employed by the brewery some of the respondents, not satisfied with the gifts offered by the brewery inferring the mean value 3.13 which were considered as neutral. On the other hand, the mean value 2.96 indicates below average thus respondents were not satisfied regarding to the offer of promotional equipments.
12. Regarding to the brewery's sales personnel approaches, the mean value 2.43 indicated as below average thus the respondents were not comfortable with the sales person approaches.

5.2 Conclusions

In the literature review and analysis part of this paper, the marketing mix elements, product, price promotion and distribution had been described. Therefore, based on the above major findings the following conclusions are drawn.

1. Though the brewery had no clear strategy for its product, the brand name, packaging and labeling of the beer have got better customer acceptance. Yet the insufficiency of the bottle size of the beer could not satisfy heavy users.
2. Many properties of beer quality are important to say the beer is the quality one, thus Dashen beer quality is excellent due to its high alcoholic content, sugar free, foam stability, color, viscosity and yummy taste .
3. Since offering a basic product for the customer is not sufficient enough, customers highly demanded other augmented products to be more delighted. To this end the brewery could not address these services for its customer. For example, the retailers could not get sufficient number of crate either to borrow or to purchase from the brewery.
4. The product quality sometimes may not enforce customers to buy the products, especially if customers are price sensitive. Although the brewery is found in Gondar city these retailers could not be beneficial on price terms. Hence, the price of Dashen is unfair and not proportional although the beer has got better acceptance and ISO 9001 awarded.
5. On the other hand, the retailers could not get attractive turn over from Dashen compared with other beer sales, even; they were obligated to pay in advance in order to get the product.
6. While the brewery sets its price, customer value consideration has given less attention and even the price of the beer is increased as other competitors do. The price setting methods used by the brewery were cost based pricing and competition based pricing method. Resulted in the ignorance of customers' value obtained from the brewery like attractive turnover.

7. As far as the brewery delivers its products to it's the customer, the rates of product that damaged incidences were very less. But what bothers customer is that the brewery could not arrive on time.
8. Since usage of various types of media is evident for better reach the target audience, the brewery uses different vehicles. But the messages transmitted through it were uniform and not updated.
9. In order to better advertize and holding customers closer than other, sales promotion had an invaluable contribution. Although much amount of budget was allocated for promotion, the brewery fails to use the techniques as planned effectively and efficiently.
10. As a sales person serves as a bridge between the customer and the company, these sales people have a great responsibility to build up the image of the brewery at large. However the approaches of the brewery sales people were not suitable for the retailers.

5.3 Recommendations

On the bases of the findings obtained and conclusions arrived at, so far the following suggestions are made.

1. It is found that the brand name, packaging and labeling of Dashen beer is satisfactory. However, in order to serve the needs of different customers better, the bottle size of Dashen beer needs to be adjusted. Like Bedele special beer and Meta premiums which have a bottle size of 0.5 liter, in addition to the normal beer bottle size 300ml offered to the market.
2. The brewery needs to keep up its beer quality dimensions in order to delight customers. However, the brewery should give a great emphasis for after sales service when customers face problems. For example, the sales person may need to check retailers stock at least in a month and

replace damaged products like when the cap is not well tightened and when the bottle is below fill level and the brewery should make bottle boxes available either for sales or to lend them. This in turn helps the brewery to increase its sales.

3. Being having a quality product does not guarantee the company to gain customer acceptance solely, rather price should be proportional and affordable on the sides of the customer especially to maintain price sensitive customers and to make these retailers advantageous on their proximity.
4. As organizational customers are usually groups of different individuals, the brewery must understand these individuals' roles within the brewery, and their personal interests and concerns. Hence, while setting its price the brewery should take in to consideration the benefits what retailers have to maintain. For example the margin obtained from the selling of Dashen beer than any other beers sales as these retailers are found near to the plant.
5. Although transportation of the product is done by the brewery, the brewery should deliver the product on time. As far as the brewery used two distribution strategies such as intermediaries and own sales out let hence in order to deliver its products on time the brewery wholesalers and its sales representatives should carry sufficient amount of inventories. This can be done through expansion of its production capacity more than its proposed plans as there is unmet needs of the beer supply generally in the country.
6. Usage of various Media is not sufficient to inform persuade or remind customers about the product rather, message strength determines all. Hence, the brewery should prepare strong and up-to-date messages to grasp more customers' attention. This can be achieved either deductively or inductively.

7. When the brewery performs its promotion activity, great emphases should be given on the quality and potential profits that the company's products may bring to customers. Since the brewery does not have a tempted price discount policy, the brewery ought to take advantage of product element's positive factors, such a strong brand name and its quality, to disperse the price attention from the price sensitive customers.
8. It is also essential to use sales promotional tools in addition to what the brewery currently employed. In order to satisfy customers especially retailers, the brewery should arrange programs for giving equipments like refrigerator, tray, key rings, calendar, and umbrella. This motivates the retailers to carry all product lines of the brewery in the long run.
9. The brewery should adjust the organizational culture for making its salesperson sociable and committed.
10. The brewery should arrange programs for selling its products on credit. This could be done through prearranging the criteria fulfilled by those retailers. Such as: financial strength of the retailers, and the amount of sales volume per week. This in turn motivates the retailer to hold Dashen beer in order to pay back the money.

17	I think the brewery consider its retailers value while setting a price					
18	The price of Dashen is flexible.					
19	The brewery offers a discount when I order in bulk.					
20	The brewery sets its price based on competition.					
21	The brewery sets its price based on the input price.					
22	Dashen provides a credit facility					
23	Percentage of margin is very attractive					
	Place related items					
24	There are incidences of damages in supply.					
25	Dashen deliver its product on time.					
26	Dashen deliver products up to the door of our shop.					
27	Dashen cover transportation cost by its own.					
28	Dashen provide all the necessary supportive materials/tools to handle the product.					
	Promotion related items					
29	Dashen does resort to advertising its products in different media					
30	The message weight and attractiveness of Dashen beer is strong					
31	It resorts to promotions, discounts and other contests.					
32	Sales personnel are approachable					
33	Dashen gives promotional equipment and materials					
34	Dashen provides a gift for us.					

PART II. Background of the respondents

Dear respondent, Please give your answer by putting a tick mark (√) on the boxes provided to show your choice for questions that have choice and by writing on the space provided for open ended questions.

1. Year of experience in the business

- A. Less than 1 year
- B. One year
- C. Two year
- D. Three
- E. Four year
- F. Above five year

2. Do you purchase similar types of products from different companies?

- A. Yes
- B. No

3. If yes please list those company and types of product purchased from them?

<u>Name</u>	<u>Type of product purchased</u>
A.	_____
B.	_____
C.	_____

4. How long are you purchasing products from Dashen brewery?

- A. Last 1 year
- B. Last 2 year
- C. Last 3 year
- D. More than three year

5. How often do you purchase products of Dashen Brewery?

- A. Weakly
- B. Monthly
- C. Once in 3-6 Month
- D. Once in a year

6. Did you pay any advanced amount to the company to be a wholesaler/retailer?

- A. Yes
- A. No

7. Have you involved in the company planning process by giving feedback about the company quality improvement program?

- A. Yes
- B. No

Appendix II: Questionnaire in Amharic Version

አዲስ አበባ ዩኒቨርሲቲ

የድህረ ምረቃ መርሀ-ገብር

የገብደት ስራ አመራር ትምህርት ክፍል

በዳሽን ቢራ ፋብሪካ ምርት ችግሮች የሚሞላ መጠደቅ

ስሜ ስዋረግ ጌትነት ይባላል። በአዲስ አበባ ዩኒቨርሲቲ በማርኬቲንግ ማኔጅመንት የትምህርት ዘርፍ የድህረ ምረቃ ተማሪ ነኝ። የዚህ መጠየቅ ዓላማ ዳሽን ቢራ ፋብሪካ ወደ ገበያ የሚያቀርባቸው የገበያ ውህዶች ማሰትም ፣ የምርት ፣ የዋጋ ፣ የማስተዋወቅና የማክፍሪያ ስትራቴጂ አተገባበር ምን ስንደሚመስል ሰማወቅ የተዘጋጀ መጠደቅ ነው። በመሆኑም የሚሰጡት መረጃ ውጤት በሀገራችን ሳለው የቢራ ስንዳስትሪ ስድገት ራሱን የቻለ አስተዋጽኦ ስሳለው በቅድሚያ ትብብርም አደንቃሰቤ። ስርዓት የሚሰጡት መረጃም በምስጢር ይያዛል ።

መጠደቅ ሁለት ክፍሎች አሉት፡- የመጀመሪያው ክፍል የዳሽን ቢራ ውህዶችን የሚመሰክት ሲሆን ሁለተኛ ክፍል አጠቃላይ የመሳሻችን መረጃ ይመለከታል።

መሰል በሚሰጡበት ጊዜ ስባክም በተሰጠው ሳጥን ውስጥ የዳረት (✓) ምልክትን ይጠቀሙ። በተጨማሪም ክፍት ቦታ ሳላቸው ጥያቄዎች ያለዎትን አስተያየት ስንዲጻፍህ በትህትና ስጠይቃሰቤ።

በቅድሚያ ስለትብብርም አመሰግናለሁ።

ክፍል ፩ የፋብሪካው የገበያ ውህደቶችን በተመለከተ የቀረቡ ጥያቄዎች

ከዚህ ቀጥሎ የቀረቡትን ዝርዝሮች ስለ ፋብሪካው ስጠቃሳዬ የገበያ ውህደቶች ማስተም ምርት፣ ዋጋ፣ ማስታወቂያ እና ማክፍፊያ የተመለከተ ነው።

በዚህ መሠረት እርስዎ መሰቀምን ከተሰጡት ስምስት አማራጮች አንዱን የጥረት(✓) ምልክት በማድረግ ያስዎትን የስምምነት ደረጃ ይግለጹ።

ተቁ	ስለምርቱ ያሉ ዝርዝሮች	በጣም እስማማለሁ	እስማማለሁ	መካከለኛ	አስማማም	በጣም አስማማም
1	ዳሽን ቢራ ክሌሎች □□□□ በጥራት የተሻለ ነው					
2	የዳሽን ቢራ ስስተሻሽግ ክሌሎች በተለየ ቀበብን ይስጣሉ					
3	የዳሽን ቢራ መጠፊያ በጣም ጥሩ ነው					
4	ዳሽን ቢራ በገበያ ላይ ጥሩ ዝና አለው					
5	የዳሽን ቢራ የሰብስቦ መጠኑ ከፍተኛ ነው					
6	የዳሽን ቢራ መሰቀሉና ውፍረቱ ጥሩ ነው					
7	ዳሽን ቢራ የስኳር መጠኑ ዝቅተኛ ነው					
8	ዳሽን ቢራ በጣም ከፍተኛ ስራፍ አለው					
9	ዳሽን ቢራ ከድብርት ነፃ ነው					
10	የዳሽን ቢራ ጣዕም በጣም ጥሩ ነው					
11	የዳሽን ቢራ ጠርፎስ ቅርፅ በጣም ጥሩ ነው					
12	የዳሽን ቢራ ጠርፎስ ይዘቱ መጠን በቂ ነው					

13	ፍብረትና ማህተም ልማት				
14	ፍብረትና የምርት ብሽት ለማረጋገጥ የሚያስፈልገውን ድጋፍ ያደርግልኛል				
	የዋጋ ተመን የተመለከተ				
15	የዳሽን ቢራ ላይ በደንበኞች ዘንድ ተከፋይነት ስለው				
16	ዳሽን ቢራ ላይ ከምርቱ ጥሬት ጋር ሲነፃፀር ተመጣጣኝ ነው				
17	ፍብረት ላይ ሲተምን ደንበኛው የሚያገኘውን ጥቅም ያገናኘበት ነው				
18	የዳሽን ቢራ ላይ በየውኃው የሚለወጥ ነው				
19	ፍብረትና የዋጋ ቅናሽ የሚያደርግልኛል በብዛት ከገዛው ብቻ ነው				
20	ፍብረትና የዋጋ ተመን የሌላ ፍብረት ጋር ያለውን ላይ መሰረት ያደረገ ነው::				
21	የፍብረትና የዋጋ ተመን የሚጠቀሙትን ግብአት ምርቶች መሰረት ያደረገ ነው				
22	ፍብረትና በዱቤ ቢራ ስንድወስድ ይፈቀዳል				
23	ከፍብረትና የሚገኘው ቅናሽ መጠን ከምሽግበት ጋር ያለው ስያሜ ጥፋ ነው				
	ምርት ማሰራጨን በተመለከተ				
24	የዳሽን ቢራ ምርት ምንም ዓይነት የምርት ብሽት የለውም				
25	ዳሽን ምርቱን በተፈለገው ስዓት ያደርጋል				
26	ዳሽን ምርቱን ስለከ መሸጫ ቦታችን ድረስ ያደርጋል				
27	ምርቱን የሚገኝበት ወቅት የሚሸፍነው በፍብረትና ነው				
28	ዳሽን የተለያዩ መርጃ መሣሪያዎችንና ቁሳቁስ በመስጠት ምርቱን ለመያዝ ስንዲያመች ያደርጋል::				

	ማስተዋወቅን በተመለከተ					
29	ዳሽን ምርቱን በተስያዞ ሚዲያ ያስተዋውቃል					
30	ድርጅቱ የሚያስተሳስፋቸው መሰሪያዎች ጠንካራና ቀሰብ ሳቢ ናቸው					
31	ዳሽን ከማስተዋወቅ ባስፈ ቀናሽና ሌሎች ስጦታዎችን ያዘጋጃል					
32	የፋብሪካው የሽያጭ የሰው ኃይሎች ተግባር ናቸው					
33	ፋብሪካው የማስተዋወቂያ ቁሳቁስና መስፈርቶችን ይሰጣል					
34	ፋብሪካው የተስያዞ ስጦታዎችን ለደንበኞቹ ይሰጣል					

ተጨማሪ ስስተያየት ካለዎት

ክፍል ፪ የመሳሪያዎች ስጦታዎች መረጃ

1. ድርጅቱ የሚገኝበት በታ _____

2. በስፈው ላይ ያሉትን ስጦታዎች/ የሰጠውን ዘመን በዓመት

ሀ/ ስህተት ዓመት በታ

ለ/ ስህተት ዓመት

ሐ/ ሁለት ዓመት

መ/ ሦስት ዓመት

ሠ/ ስፍራ ዓመት

ረ/ ከስምስት ዓመት በላይ

3. የተሰደዩ ፋብሪካዎች ምርቶችን ስተጠቃሚዉ ያቀርባሉ?

ሀ/ ስዎ

ለ/ ስሳቀርብም

4. ስባክዎ ከሴሳ ፋብሪካ የሚገዙ ከሆነ የምርቱን ዓይነትና የድርጅቱን ስም ይግለጹልኝ.

የድርጅቱ ስም

የምርት ዓይነት

5. የዳሽን ቢራ ፋብሪካ ምርት መግዛት ከጸመሩ ስንት ጊዜ ሆኖታል?

ሀ/ ስንድ ዓመት

ለ/ ሁስት ዓመት

ሐ/ ሦስት ዓመት

መ/ ስራት ዓመት በሳይ

6. የድርጅቱ ምርት ስከፋፋይ(ቸርቻል) ሰመሆን ቅድሚያ ክፍያ ይከፍሳሉ?

ሀ/ ስዎ

ለ/ ስለከፍሰም

7. ከዳሽን ቢራ ምርትን በየስንት ጊዜዉ ይገዛሉ?

ሀ/ በየሳምንቱ

ለ/ በየወሩ

ሐ/ ከ3-6 ስንዴ

መ/ በዓመት ስንዴ

8. ስርስዎ በድርጅቱ የምርት ግራት መሻሻል ስቀድ ሳይ ይሳተፋሉ?

ሀ/ ስዎ

ለ/ ስለሳተፍም

Appendix III: *Interview Guide for production unit manager*

This interview is developed to obtain information from production unit manager regarding to the product strategy of the brewery. The information collected through the interview will be used for the study which I am currently undertaking for the partial fulfillment of requirements for Masters Degree in marketing management. The objective of the research was to assess the retailers' perception of the marketing practice of Dashen brewery. Therefore, as it is a purely academic research. The responses are treated in strict confidentiality.

Thank you for your cooperation.

1. How is the status the existing production process? Is it flexible, if not, what is your future plan to replace your machineries and equipments .what is the problems related to this issue?
2. What are the products of the company?
3. What branding strategy does the company used?
4. What are the inputs needed for your production? Are these inputs are sufficient enough? If not, how the company tries to solve the problem?
5. How do you inspect the quality of your finished products?
6. Does the production unit make any effort in collecting information and data on recent developments of machineries, equipments, suppliers of raw materials and other necessary issues?

Appendix IV: Interview Guide for marketing unit manager

This interview is developed to obtain information from marketing unit manager regarding to the pricing, promotion and distribution strategy of the brewery. The information collected through the interview will be used for the study which I am currently undertaking for the partial fulfillment of the requirements for Masters Degree in marketing management. The objective of the research is to assess the retailers' perception on the marketing practice of Dashen brewery. Therefore, as it is a purely academic research. The responses are treated in strict confidentiality.

Thank you for your cooperation.

1. What are the main functions of the marketing unit?
2. Has the company assessed the needs of the consumer in terms of price, quality design?
3. What are the bases for your pricing strategy?
4. Do you think that the price of Dashen beer is affordable for the local consumer?
5. Who distribute your product to ultimate users?
6. What are the criteria used by the company to select its distributors?
7. Do you have any sales outlet for your own in the city?
8. What is the situation in warehousing facilities that is conducive to handle your products and inventories?
9. How the brewery tries to promote its product to the target market?
10. Do you think that, the advertising made on media is sufficient enough?

Appendix V: Reliability Statistics Result of Pilot Study

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded(a)	0	.0
	Total	10	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.731	37

Appendix VI: Descriptive Statistics Results

	N	Minimum	Maximum	Mean	Std. Deviation
QUALITY	119	1.00	5.00	4.3866	.94877
packaging	119	1.00	5.00	4.0168	1.09686
brand name	119	1.00	5.00	4.6723	.72614
reputation	119	1.00	5.00	3.8571	1.25742
alcohol	119	2.00	5.00	4.1513	1.00540
color	119	1.00	5.00	4.3782	.92050
sugar	119	1.00	5.00	4.2773	1.14184
foam	119	1.00	5.00	4.1513	1.07071
hangover	119	1.00	5.00	3.7143	1.33495
taste	119	1.00	5.00	4.2605	1.06136
bottleshap	119	1.00	5.00	4.2857	.99271
bottlsize	119	1.00	5.00	2.1085	1.26172
guarantee	119	1.00	5.00	2.7143	1.47948
affordable	119	1.00	5.00	2.4706	1.20608
proportional	119	1.00	5.00	2.9412	1.31674
cust value	119	1.00	5.00	2.3613	1.10262
flexibility	119	1.00	5.00	3.5714	1.35654
bulk	119	1.00	5.00	2.1261	1.16120
compition	119	1.00	5.00	2.7899	1.41346
input	119	1.00	5.00	2.8151	1.36522
credit	119	1.00	5.00	2.2437	1.35900
margin	119	1.00	5.00	2.7815	1.44480
spoil	119	1.00	5.00	2.2347	1.21227
support	119	1.00	5.00	2.6903	1.44125
on time dlvr	119	1.00	5.00	2.5421	1.44298
place of sales	119	1.00	5.00	3.2689	1.53323
transport cost	119	1.00	5.00	3.2689	1.60348
product handling	119	1.00	5.00	2.4958	1.40745
media diffrent	119	1.00	52.00	4.2941	4.55913
discount	119	1.00	5.00	2.6639	1.31663
sales people	119	1.00	5.00	2.4330	1.39999
equipment supply	119	1.00	5.00	2.9664	1.41381
gift offering	119	1.00	5.00	3.1345	1.44342
message strength	119	1.00	5.00	2.8676	1.27676
Valid N (listwise)	119				

Statement of Declaration

I, Sewareg Getenet, hereby declare that this study, **assessing retailers' perception of the marketing practice of Dashen brewery** is my own work. The study has not been submitted for award of any Degree or Diploma Program in this or any other Institution. It is in partial fulfillment to the requirement of the program Masters Degree in marketing education. All the materials used for the thesis has been duly acknowledged.

Signature: _____

Date: _____