
**ADDIS ABABA UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

**MASTER OF BUSINESS ADMINISTRATION (MBA) Program**

# *Assessment of the Potential and Challenges of Agribusiness Marketing in Ethiopia: the case of Fruits and Vegetables Marketing in the Addis Ababa Region, Focusing on ET-FRUIT*

**"A Research thesis submitted in partial fulfillment of the requirements for the Master of Business Administration (MBA) degree"**

**B y**

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**OCTOBER 2016**
**ADDISABABA**

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**BY**

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**OCTOBER 2016**

**ADDIS ABABA**

## DECLARATION

I hereby declare that this thesis entitled "Assessment of the Potential and Challenges of Agribusiness Marketing in Ethiopia: The case of Fruits and Vegetables Marketing in the Addis Ababa Region, focusing on ET-FRUIT", is my own work that was undertaken under close supervision of my advisor. Accordingly, I would like to justify that this material is my own work and not presented or submitted by anybody else for any degree, diploma or fellowship in any work, other university and all the materials used for developing this thesis have been duly acknowledged.

Tesfanesh Woldemariam Signature_____ Date _____

Confirmed by Advisor

Zewdie shibre (PhD) Signature_____ Date _____

**OCTOBER 2016**

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**CERTIFICATION**

This is to certify that this thesis entitled of the Potential and Challenges of Agribusiness Marketing in Ethiopia: the case of Fruits and Vegetables Marketing in the Addis Ababa Region, focusing on ET-FRUIT" submitted in partial fulfillment of the requirements for the award of the Master of Business Administration (MBA) degree in the department of management, College of Business and Economics, Addis Ababa University, done by Ms. Tesfanesh W/Mariam, ID No. GSR/2556/07 is an authentic work carried out by her under the guidance of her advisor. The materials embodied in this thesis have not been submitted earlier for the award of any degree or diploma to the best of our knowledge and belief.

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**ABBREVIATIONS**

| | |
|---|---|
| **FAO** | Food and Agriculture Organization |
| **ADLI** | Agricultural Development Led Industrialization |
| **GTP** | GROWTH and Transformation Plan |
| **MOARD** | Ministry of Agriculture and Rural Development |
| **ET-FRUIT** | Ethiopian Fruit and Vegetables Marketing Enterprise |
| **MIDROC** | Mohammed International Development Research and Organization Companies |
| **AVRDC** | Asian Vegetable Research and Development Center |
| **UAAIE** | Upper Awash Agro-Industry Enterprise |
| **HDE** | Horticulture Development Enterprise |
| **UNCTAD** | United Nations Conference on Trade and Development |
| **AEO** | Authorized Economic Operator |
| **GDP** | Gross Domestic Product |
| **MEDAC** | Ministry of Economic Development and Cooperation |
| **CSA** | Central Statistics Agency |
| **HDC** | Horticulture Development Corporation |
| **ECX** | Ethiopia Commodity Exchange |
| **EHDA** | Ethiopian Horticulture Development Agency |
| **EIA** | Ethiopian Investment Agency |
| **EHPEA** | Ethiopian Horticultural Producers and Exporters Association |

## *Abstracts*

*The fruit and vegetable market has been one of the fastest growing of all agricultural markets. this time, Ethiopia agricultural marketing system is often accused in the popular press of being inefficient and unproductive. As poor infrastructure, inefficient marketing systems because of that reduce demand from consumers, who face significant challenges in seizing opportunities to participate in growing markets for high value, nutritious crops like fruits and vegetables. Marketing constraints include both high costs and risk. In line with this, the main objective of the study was to assess the challenges and potential of agribusiness in Ethiopia in case fruits and vegetables marketing in company of Et-fruit in Addis Ababa region, with specific objectives to assess the challenges and potential of fruits and vegetable and assess the benefits prevailing in operating fruits and vegetables market in case fruits and vegetables marketing share company. This study was focus on Et- fruit company managers, employee, wholesalers and retailer in Addis Ababa region. The Instrument planned to be used in this research for primary data collection was the survey structured questionnaires and secondary data was collected from the publications by employing both qualitative and quantitative data. A self –administered questionnaire has been distributed to 16 purposive selected samples and to 170 randomly selected samples totally to 186 samples analysis was made based on the data collected. The questionnaires were analyzed using descriptive statistics with the support of statistical software program that has Statistical Package for Social Science (SPSS version 22) for analyses and summarization purposes. Results were discussed and analyzed by employing, tables, mean, std. deviation, graphs and qualitatively depending on the type of data manually interpret. The findings based on, major critical challenges of Fruits and Vegetable marketing responded by managers and employee, finding responded by wholesaler and retailer on challenges of fruits and vegetables market, democratic background and Discussion based on secondary data on potential and challenges of fruits and vegetables marketing and the importance of establishment of the company focus on literature review. The paper concludes on major critical challenge, potential, improving performance and the advantage from the establishment of the company fruits and vegetables marketing. Finally, the researcher recommended company Partnering with other entities that are well placed both to deliver market services to market users and customers, and also sharing experiences and best practices with other stakeholders and other company and it should be transparent information on price and develop the skill of employee by giving short term and long term training.*



***Key Words: fruits, vegetables, marketing, potential, challenge***

# CHAPTER ONE
# INTRODUCTION

## 1.1 Background of the Study

Agriculture is the backbone of the Ethiopian economy, contributing 43% of the gross domestic product, given that 85% of export income and employing over 86% of the population. Ethiopia has highly-diversified agro-ecological environments which are suitable for the production of numerous varieties of fruit and vegetables (Melaku, 2004.)

According to Melaku (2004), with regard to horticultural production,46% of the vegetable Producing area is planted with potato followed by pepper and sweet potato. Traditional varieties of vegetables such as taro, yam and enchote are also grown but their production and consumption is declining. Among fruits, avocado, banana, orange, papaya and guava are common.

The sectors of agriculture and industry have been customarily viewed as two separate sectors in terms of their characteristics and the role they played in the economic progress of a given country. The agricultural sector was considered to be the attribute of the first stage of development; at the same time as, the industrial sector was taken as the most relevant indicator of a country‟s economic progress. Likewise, the agricultural sector was obliged to finance the shift of the economy from agriculture to a kind of industry that deters completely from agricultural industrialization. This shift was considered as the proper strategy for a country‟s progress along the development path (FAO, 1997).

However, such kind of view no longer appears to be appropriate. This is because the fact that agriculture by itself has become industry considering the different technologies applied on the production, processing, transportation, and marketing of agricultural products. This reality specifies that agricultural industrialization and thereby agro-industrial development are combined processes that create new type of industrial sector (FAO, 1997).

According to (Sreepada, 2013) In Ethiopia, the fruit and vegetable sector is becoming an important income generator for both the private and public enterprises throughout the year. Experiences in the previous years have also shown the fruit and vegetable can be an important

source of employment. Therefore, it has been well acknowledged that the retail marketing and entrepreneurial activities related to the sector will encourage large number of farmers in the country in near future (YEABSIRA, 2014).

According to the World Bank 82% of Ethiopia‟s population is rural, which is high compared to even the average for Sub-Saharan Africa of less than 64%. Furthermore, approximately 85% of the Ethiopian population is already employed in the agricultural sector and thus has some of the skill set required for expanding agribusiness. The policy environment for the development of the private sector‟s role in agribusiness is also very supportive. Ethiopia has consistently sought to leverage its agricultural base for industrial development. In line with the Agricultural Development Led-Industrialization (ADLI) strategy and building on the lessons learned from past plans and programs, the Growth and Transformation Plan (GTP) continues to rely on agriculture as a major source of economic growth (Business Landscape 2013).

According to Sophia (2002), in the year between1989-2001, the fruit and vegetable market has been one of the fastest growing of all agricultural markets. Worldwide fruit and vegetables consumption has been noticed to increase by an average of 4.5% annually. Major supply agro-industry are. 1. Upper Awash Agro Industry Enterprise 2. Horticulture development Enterprise 3. The Ethio Flora Private Limited Farm (Private Company) 4. North Omo agricultural Development Enterprise 5. Methara Sugar Enterprise vegetable and fruits production has a significant role in reducing poverty through employment generation, improving the feeding behavior of the people, and creating new opportunities for trader. Cultivation of vegetable allows productive employment as the labor/land ratio is high. Depending on the crop, production of horticulture crops requires at least twice the labor, and up to five times the labor days per ha as compared to cereal crops. Increasing horticultural productions thus contribute to commercialization of the rural and urban economy and create many off-farm jobs. (Weinberger, K. and T.A. Lumpkin, 2005.Horticulture for Poverty Alleviation. The Unfunded Revolution. AVRDC Working Paper No 1. The World Vegetable Center. Pp19).

Even though according. (Ayelech ,2011) fruits and vegetables is economically and socially important. But fruit and vegetables marketing and their characteristics have not yet been studied and assessed for the target study area where great potential of Ethiopia fruits and vegetables marketing share company Therefore, this study has the purpose of assessing potential and

challenges of fruits and vegetables marketing system in Et-fruit in Addis Ababa region, which will narrow the information gap on the subject and will contribute to better understand on improved strategies for reorienting marketing for the benefit of consumer and traders.

The agriculture development-led-industrialization strategy of the country envisages significant scope for achieving greater commercialization of small holder agriculture. Ethiopia is considered to have the potential to achieve trade gains in these sub-sectors because of agro-climatic advantages and, in the case of livestock, a large indigenous stock**.** The World Bank, 2004). This study takes a more holistic view to achieving competitive advantage, as a function of physical, institutional, infrastructural, and policy factors. The study thus explores the existing market opportunities for Ethiopia and overcome the challenges it faces in benefiting from these market opportunities. Despite the potential, the contribution of high-value agribusiness markets to the Ethiopian economy is still weak. This study aims to address the challenges and constraints facing the development market and to strengthen potential of fruits and vegetables market, market for company domestic and export markets of fruits and vegetables.

## 1.2. Statement of the Problem

At present, in Ethiopia agricultural marketing system often accused in the popular press of being inefficient. Because poor infrastructure, Inefficient marketing systems, reduce demand from consumers and participation by farmers, who face significant challenges in seizing opportunities to participate in growing markets for high value, nutritious crops like fruits and vegetables. Marketing constraints include both high costs and risk. High marketing costs often stem from poor transportation networks, lack of market information, and sometimes from lack of competitiveness in the market. According to (Ayelech,2011), Production of fruits and vegetables can be very susceptible to pest outbreaks, and spoilage after harvest is an important problem due to the highly perishable nature of most fruits and vegetables. These factors in turn can lead to highly variable prices.

In Ethiopia, the existing income generating capacity of fruits and vegetables as compared to its immense potentials at the macro and micro level is not encouraging (Joosten,2007; MoARD, 2005). The knowledge gap on vegetable and fruit production techniques and processing

technologies is wide. Also, knowledge of consumers to the benefits of fruits and vegetable is confined to very few.

Additionally, Bezabih Emana and Hadera Gebremedhin (2007) stated that a production of horticultural product is seasonal and price is inversely related to supply. During the peak supply period, the prices decline and prices increase in the season when the production reduced. The situation is worsened by the perishability of the products, poor market chain, poor promotion and poor storage facilities. Along the market channel, 25 percent of the product is spoiled.

This study takes a more holistic view to achieving competitive advantage, as a function of physical, institutional, infrastructural, and policy factors. The study thus explores the existing market potential and make solution to the challenges it faces. Despite the potential, the contribution of high-value agricultural business to the Ethiopian economy is still weak. This study aims to address by developing the potential from weak contribution to strong and overcome the challenges and constraints facing and expand the potential to development of agribusiness market in Ethiopia in case fruits and vegetables market.

Therefore, this study attempts to fill this gap and contributes to the literature on Agribusiness in Ethiopia aspects in case fruits and vegetables markets in Et-fruit company focusing in Addis Ababa region. Hence, this paper wants to answer the following research questions; is there exists a significant challenge that affects the key market actors in Agribusiness in case fruits and vegetables with respect to-infrastructure development, macroeconomic stability, government policies, commercial and financial sectors development with market chain activity, market information and knowledge gap.

Finally, the paper has answer there exists a significant opportunity that encourage the key market actors in agribusiness in case fruits and vegetables with respect to- economic growth, government policies and infrastructure development of the country.

Against this backdrop, the objective of this study was to highlight and assess the potential and challenges of Ethiopian fruits and vegetables marketing in case of ET-FRUIT.

## 1.3. Research Questions

This study has attempted to answer the following research questions:

1. What are the major challenges and potential of fruits and vegetables marketing in case fruit and vegetables marketing in the study area?
2. What are the benefits prevailing in operating fruits and vegetables market in case fruits and vegetables marketing share company?
3. What are the relationship between infrastructure development, financial activity, market information and price setting, knowledge gap, major technological determinant, market demand and nature of products to the potential and challenges of fruits and vegetable market in Et-fruits?

## 1.4. Objectives of the Study

### 1.4.1 The General Objective

The general objective of the study was to assess the challenges and potential of agribusiness in Ethiopia in case fruits and vegetables marketing in company of Et-fruit in Addis Ababa region.

The research also was collected and disseminated essential up to date data on potential and challenges of marketing, was identified the fruits and vegetables markets most challenges and improving potential marketing system and improved the potential and performance and propose improved policies and better market system. Institutional support throughout the marketing performance to the company as well as country.

### 1.4.2 The Specific Objectives:

- To assess the major challenges and potential of fruits and vegetable marketing in case fruit and vegetables marketing in the study area.
- To assess the benefits prevailing in operating fruits and vegetables market in case fruits and vegetables marketing Share Company.

- To assess the relationship between infrastructure development, financial activity, market information and price setting, knowledge gap, major technological, market demand, and nature of products with the potential and challenges of fruits and vegetable marketing Et-fruits

## 1.5. Scope/Delimitation of the Study

The study was evaluating in agribusiness market only the challenges and potential of fruits and vegetables marketing with respect to infrastructure Development, Macroeconomic stability, potential and challenges, Policies environment and Commercial and Financial Sectors Development, market chain activity, market information and price setting, knowledge gap, major technological, market demand, agro-climatic condition and nature of products.

The study was not take into consideration all potential and challenges fruits and vegetables that are found in the country rather it was only tries to assess the potential and challenges of market in Et-fruits focusing Addis Ababa region. The study was investigated using the employees and manager of the company, wholesaler and retailer as a target population and. Since the study was not considered other fruits and vegetables market system found in the country external validity (generalizability) may not be strong.

## 1.6 Limitation of the Study

The study was not attempt to assess all the potential and challenges of fruits and vegetables market that are found in the country rather it was only tries to assess the potential and challenges of fruits and vegetables market in Et-fruits focusing Addis Ababa region. There was a confront in conducting the study due to the limited time frame and the limited access information.

## 1.7 Significance of the Study

This study was generated useful information in order to formulate agribusiness marketing development in case fruits and vegetables marketing. projects and guidelines for interventions that was improved the potential and investigated the challenge of fruits and vegetables marketing. The potential users of the findings were producers, traders, exporter, consumer, government and non-government organizations. that have interest in improving potential and

assessed challenges fruits and vegetables marketing. Researchers who want further investigation on fruits and vegetables marketing system was use the result from this study.

## 1.8. Organization of the Study

Chapter one was envelope introductions, statement of the problem, objectives, research questions, scope and limitations and significance of the study The second chapter was intensely reviewed the available literature by entailing general concepts of agribusiness, about fruits and vegetables and market system, the conceptual and empirical research results executed elsewhere. The third chapter was enveloped components of the research methodology including data design, types of data and its collection method and method of data analysis; while the fourth chapter was discerned the results of the study and the fifth chapter was discerned conclusions and recommendation of the study and the last one is reference and appendix.

# CHAPTER TWO

# LITERATURE REVIEW

In this chapter About Agribusiness in Ethiopia, Market & Agribusiness Development in Ethiopia, definition of fruit and vegetable, Market for Fruits and Vegetables in Ethiopia, Overview of Et-fruit, the basic concepts of markets, marketing, marketing system and market efficiency, Peculiarities of Agricultural Production and Marketing, conceptual framework and empirical framework of the study was discussed.

## 2.1 Agribusiness

According to (African Review of Economics and Finance, 2013) policy environment for development of the private sector‟s role in agribusiness is supportive: Ethiopia has consistently sought to leverage its agricultural base for industrial development. In line with the Agricultural Development Led Industrialization (ADLI) strategy Approximately 80% of Ethiopia‟s workforce is employed in agriculture and building on the lessons learned from past plans and programs, the GTP continues to rely on agriculture as a major source of economic growth (MOFED, 2010: section 2.3.2).

Commercialization of smallholder farming continues to be the major source of agricultural growth under the GTP, supported by policies to increase productivity of smallholders. Meanwhile, the GTP‟s Agriculture Growth Program emphasizes shifting to high value crops and developing large-scale commercial agriculture where possible (e.g., in the lowlands). Thus, concerted support is to be given to increase private investment in large commercial farms, including through public investment in relevant infrastructure, such as water supply for irrigation. Also, the GTP emphasizes the development of intensive agricultural production in the highlands and where basic infrastructure is available. Ethiopia‟s most important cash crop remains coffee, a product which originated in Ethiopia‟s highlands. However, the production of fresh fruits and vegetables, oilseeds, and most recently of cut flowers has contributed substantially to both GDP and export performance.

Sub-sectors with new investment opportunities include plantation crops (e.g., tea and tobacco); oil crops and cotton; fish farming; horticulture and floriculture (fruits, vegetables, and flowers);

livestock and poultry (Ethiopia‟s livestock resources are the largest in Africa, and tenth largest worldwide); and forestry and forest byproducts. Ethiopia has learned the business model for developing export-oriented time-sensitive industries, such as cut flowers. It now seeks to build on this experience. In this regard, plans call for making more intensive use of farmed land, especially in the proximity of urban centers where intensive agriculture based industrial Clusters are viable. Public sector support will include developing greenhouse facilities and irrigation systems, programs to enhance the role of breeder and seed suppliers, and programs to expand the number of horticulture investors, input suppliers and service providers within the subsector.

In addition, substantial portions of Ethiopia‟s currently uncultivated arable land are too brought under cultivation and the number of large-scale commercial farms is to be expanded in order to increase productivity and to develop exportable cash crops. Further, complementary programs are -envisaged to alleviate input supply constraints, including as regards irrigation, fertilizer, and seeds; to improve the knowledge base in the smallholder farm sector; and to improve infrastructure to allow isolated communities to plug into commercial opportunities.

Under the GTP, the Government of Ethiopia plans to maintain an organized land bank, which will make land available for lease for commercial agriculture. Commercial farms‟ production will be intended primarily for exporter to provide raw materials for industries. The GTP identifies cotton, date palm, tea, rubber, and similar agricultural products as desirable, although food crop production will be encouraged in a double cropping system. In the coming five years, it proposes that over three million hectares of land be identified and prepared for transfer to investors; the GTP also indicates preparedness by the government support private investors to enhance their commercial agricultural investment. The output and export expansion identified is on the scale of orders of magnitude. At the same time, this is without a doubt the area most fraught with difficulties in terms of conflict over customary land and water rights with local indigenous people, in terms of potential for larger inter-state conflict over water use, and in terms of ecological risks. While *The Economist* concedes (somewhat grudgingly given its general perspective on state involvement in the economy) that Ethiopian officials have done a reasonably competent job (in part because “they welcome outside advice”) and have managed “to keep corruption remarkably subdued for such a centralized Ethiopia is nonetheless embroiled in the backlash against the “global land grab”, as foreign direct investment in leased land for projects

ranging from palm oil plantations for biofuels to export-oriented agribusiness ventures has been characterized.

According to Ethiopia Business Landscape Survey 2012 interviews (Precise Consult/The Africa Group, 2012), firms are successfully functioning in the current formal Ethiopian policy setting, and confirm that planned trade logistics improvements, including improved rail and road corridors will further Facilitate the conduct of time-sensitive business in Ethiopia. Ethiopia has attracted investment in both its agriculture "upstream" production from diverse sources, including China, India, and Saudi Arabia, as well as its "downstream" food and beverage processing and marketing sectors.

Given the growing number commercial large-scale agribusiness investments, opportunities for ancillary and supporting service businesses, as well as joint ventures, are multiplying.

The existing supply web for agribusiness in Ethiopia remains inadequate to meet needs, leading some firms to self-supply across the entire agribusiness value chain, from production of inputs, to processing, to marketing/distribution, although they would prefer to outsource many non-core functions.

### 2.1.1 Market & Agribusiness Development

Agricultural production and growth in particular relies increasingly on markets and private sector development. This includes actors engaged in production, processing, marketing and other value added activities. Promoting agribusiness is vital in transforming subsistence agricultural production towards a more commercial approach. This may stimulate activities for agricultural production, provide opportunities for diversification of rural economies, and thereby contribute to increasing rural household incomes and livelihoods. Sound investment in value chain development is therefore a key precondition to a sustained agricultural production program. This sub-component includes: - Support to agricultural value chains by employing a "value chain" methodology. This is designed to identify and address the constraints and market opportunities of the key value chains and stakeholders. Additionally, it will stimulate market-led agro-enterprise and cooperative linkages with domestic, regional and international markets. Support is targeted at the value chain overall, as well as at key public and private stakeholders Value Chains2013.

**Agri-business development** centered on supporting business activities related to improving the productivity, value added and competitiveness of the value chain enterprises (production, storage, processing, transporting, and exporting). This also includes improving participation, awareness and capacity of the public and private value chain actors. These include producers, cooperatives, processors, wholesalers, retailers, exporters and relevant public agencies. Additionally, activities under agri-business development include provision of innovation and demonstration funds, private sector technical assistance, public sector capacity development, sector analysis of constraints, and linkage to credit. Strengthening Supply Systems of Key Inputs by increasing seed (including forage) availability and support to livestock breed improvement. Value Chains2013.

## 2.2 Fruits and Vegetables:

Horticultural crops that of vegetables and render different benefits. They provide widely acceptable sources of essential vitamins (A, C, Niacin Riboflavin and Thiamine) and minerals (calcium and iron) as well as supplementary protein and calories. Some vegetables such as roots and tubers and leafy green are capable of producing protein and calories at the rate per hectare per day comparable to those of the most efficient cereal crops.

Vegetables promote intake of essential nutrients from other foods by making them more palatable. It provides dietary fiber to improve digestion and health. They are also essential for properly balanced diets and especial for children who are nutritionally the most vulnerable groups in the population. Fruits and vegetables are universally considered as vital elements in a healthy diet. Not only they provide crucial vitamins and proteins, but also have health giving qualities. The fiber content of horticultural products is believed to be valuable source in preventing heart disease and bowel complaints. Vitamin C can help provide stomach cancer and gum diseases. Vitamin D in the vegetable derived carotene reduces the incidence of lung cancer. On the other hand, lack of vitamin A causes irreversible eye blindness (FAO, 2004).

Some horticultural crops like sweet potatoes have high carbohydrates while others such as banana and plantain have high carbohydrates and low fat contents, particularly important in the low fat diet. Additionally, horticultural crops are sources of many vitamins and minerals. Banana has vital importance to food security of millions of people. The crop is used as a source of cash

source and supplementary food all the year round to the farm family. It also used as livestock feeding during serious drought periods. Horticultural crop has a much-diversified varieties and this help in environmental conservation. It is grown on slopes, in gorges and water banks where it is difficult to cultivate other crops such as cereals (FAO, 2004). The fruits and vegetables are consumed quite extensively in one form or another. Horticultural practice demand for intensive management is in order to increase production per unit area, then require for intensive labor use, input application and use of irrigation (I.P Mathew et al, 1994).

## 2.3 Market for Fruits and Vegetables:

The major market for vegetable and fruits are Western Europe (50%), United States (40%) and Japan (10%), collectively accounting for around 80 % of the value of import of this products, with developing countries suppliers holding about one third of this market. For almost all the major products these markets are verging on over supply, notable bananas, citrus, orange juice, and tomato paste. Prices are falling in real terms. The background growth in the volume of trade is about 3 % less than the increase in population. In this highly competitive environment the exporter must targets his efforts on those products or markets with the strongest opportunities to achieve the fastest rates (UNCTAD, 2003).

In Western Europe the supermarket sector dominates in the northern half of the continent, holding about 85 % of the market in Scandinavia, 60 % in Germany and about 55 % in France and the United Kingdom. They are the most powerful like in the production marketing chain they set the standards of trade and have formidable buying power. North West Europe is the primary import market in the world for fresh and processed horticulture products. Although there has been a decline in generalized grocers, the number of delicatessen shop catering to luxury eating habits has expanded. Europe is largely self-sufficient in vegetables but imports large volumes of

fruits and fruit products from Africa as well as central and southern Africa (Ibid) (KEBEDE 2011).

## 2.4 Overview of Et-fruit

The Ethiopian fruit and vegetable marketing share company (Et-Fruit) was pioneered since1980, as the Horticultural Development Corporation (HDC) with the intention of functioning as a marketing body for entirely state held horticulture farms. Through liberalization and decentralization of the state‟s economic strategy, Et-fruit was restructured again in 1993 in harmony with provision of the public enterprise. The range of its service provision has since then expanded to comprise private-horticultural farmers striving to move into export market.

Et-Fruit can be labeled as a leading and major national distributor and exporters of fresh fruits and vegetables, and processed horticultural produces. Thus, it played a significant character in the advancement of the horticultural sub-sector of Ethiopia at large (www, Et-fruit, 2015).

Et-Fruit is the main domestic wholesalers and exporters of fresh fruits and vegetables, processed and flower products in Ethiopia. The varieties of fruits distributed to domestic markets are avocado, banana, grapefruit, mandarin, mango, lemon, lime, orange, processed fresh produces such as orange marmalade, tomato juice, orange squash, strawberry jam and guava nectar is similarly supplied to the domestic markets like fresh vegetables such as tomato, onion and potato…*etc*. Marketing chain facilities of Et-Fruit have progressed to better status of development since last three decades through to its better market network and associated facilities compared with other wholesalers (www, Et-fruit, 2015). Nowadays, Et-fruit has 500 permanent workers as well as hires-up to 400-700 laborers annually on the bases of volumes delivered. Et-Fruit has established its dissemination center and outlets in 16main cities of the country. In Addis Ababa, Et-fruit have three main wholesale places, 60 retail outlets and 30 mobile-shops. The key suppliers of fresh produces are the Upper-awash Agroindustry Enterprise, Metehara sugar factory and Horticultural development enterprise followed small private horticulture growers such as North Omo agricultural development enterprise and Elfora Agro-Industry. Furthermore, it provides other services as market information, refrigerated semi-trucks for rent and import quality seed (www, CSA,2014*)*.

## 2.5 Theories and Basic Concepts

### 2.5.1 Marketing and Marketing Concepts

**Market:** A market is a point or a place or sphere within which price-making force operates and exchanges of title tend to be accompanied by the actual movement of the goods affected (Backman and Davidson, 1962; Andargachew, 1990). The concept of exchange and relationships lead to the concept of market. It is the set of the actual and potential buyers of a product (Kotler and Armstrong, 2003). A market can be described as simple arrangements to facilitate exchange of one thing for another (Bain and Howells, 1988). The most observable features of a market are its pricing and exchange processes and it is more than a physical place. No need to meet physically for a market to operate especially in today‟s information and communication technologies.

**Agricultural marketing:** The term marketing has been a very debatable concept and defined in so many different ways by different scholars. This is because marketing, or more specifically agricultural marketing, projects different impression to different groups of people in a society, like farmers, traders and consumers (Kohl and Uhl, 1985). Marketing can be described as the performance of all business activities involved in the flow of food products and services from the point of initial agricultural production until they are in the hands of consumers (Kohls and Uhl, 1985; Bain and Howells, 1988). According to Kotler and Armstrong (2003), marketing is a societal process, by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services and value with others. Marketing is essentially a process like farming, manufacturing, mining or construction (Backman and Davidson, 1962).

### 2.5.2 Marketing System

The concept of marketing system includes both physical distribution of economic input and products and the mechanism of process or coordinating production and distribution (cited in Andargachew 1990). Marketing system operates through a set of intermediaries performing useful commercial functions in chain formations all the way from the producer to the final consumers (Islam *et al.,* 2001).

### 2.5.3 Marketing Efficiency

It refers to the efficient allocation of resources to achieve the greatest possible consumer satisfaction (Raymon, 2003). Efficiency of agricultural marketing according to Scarborough and Kydd (1992) refers to the efficiency with which resources are used in marketing, in terms of physical input and output ratios. An efficient firm or market produces the maximum possible output from the input used, given location and environmental constraints, and it minimizes resource inputs for any given output. There are numerous ways of estimating the performance of agricultural marketing. However, two aspects of market efficiency are mostly mentioned in agricultural marketing these are: operational efficiency and pricing efficiency (Jesse, 1987).

**Operational efficiency**: It is defined as the provision of goods and services at least cost and at a level of output, or combination of inputs, which ensures that, the value of marginal product equals marginal factor costs. Sometimes it is also referred to as firm level allocative efficiency. The fundamental question is assessing the static operational efficiency of market and of marketing firms, are whether, the level of output per combinations of inputs are such that marginal revenues equate with marginal costs (Scarborough and Kydd, 1992).

**Pricing efficiency**: It is concerned with accuracy, precision, and speed with which prices reflect consumers‟ demands and are passed back through the market channels to producers. Pricing efficiency is, thus, affected by rigidity of marketing costs and the nature and degree of competition in the industry. Activities that may improve pricing efficiency are improvement of market news and information, and competition (Cramer and Jensen, 1982). If markets are perfectly competitive, and prices reflect real costs of production, it can be shown that markets will lead to an optimal allocation of resources reflecting the scarcity of resources relative to consumer demand (Scarborough and Kydd, 1992).

The objective of pricing efficiency is thus to improve the operation of buying, selling, and pricing aspect of the marketing process so that it remains responsive to consumer's preference (Kohls and Uhl, 1985). Pricing inefficiencies arise when markets contain monopoly elements, governments intervene by introducing restrictions on trade, and the cost of information is zero, and so on.

## 2.6 Peculiarities of Agricultural Production and Marketing

Profitability of horticultural production has attracted most farmers due to higher farm income as compared to cereal production. Cultivation of fruits and vegetables allows for productive employment where the labor/land ratio is high, since horticultural production is usually labor intensive. Increasing horticulture production contributes commercialization of the rural and urban economy and creates many off-farm jobs. However, expanding the scale of horticulture production is often hindered by lack of market access, market information, and many biological factors (Weinberger and Lumpkin, 2005).

Agricultural production is tied to specific locations due to the resource base is not best suited at other locations. The scale of agricultural production tends to be small, seasonal, and agricultural products exhibit natural variation (Van der Laan, 1999).

Due to the above characteristics put by Van der Laan (1999) agricultural products demand marketing activities to be performed separately. Location specificity demand collection followed by distribution, small-scale activity urges assembling, collecting and bulking. Seasonality forced storage and stock holding. The natural variation of products creates the need for sorting and standardization. Yet, by virtue of the spatial dispersion of producers and consumers, the temporal lags between input application and harvest, the variable perishable nature and storability of commodities, and the political sensitivity of basic food staples, agricultural markets are prone to high transactions costs, significant risks and frequent government interference.

Compared to most other products, agricultural products are both bulkier and more perishable. Bulk affects the marketing functions concerned with physical handling. Products that occupy a lot of space in relation to their value are expensive to transport and store. Perishability also influences the marketing of farm products. All biological products ultimately deteriorate. Even the most storable agricultural products, however, are usually more perishable than industrial products (Kohls and Uhl, 1985). According to Kohls and Uhl (1985) these product characteristics have their effect on the facilities necessary to market farm products. Bulkiness requires large storage capacities. Perishable products require speedy handling and perhaps special refrigeration.

## 2.7. Conceptual framework of the study

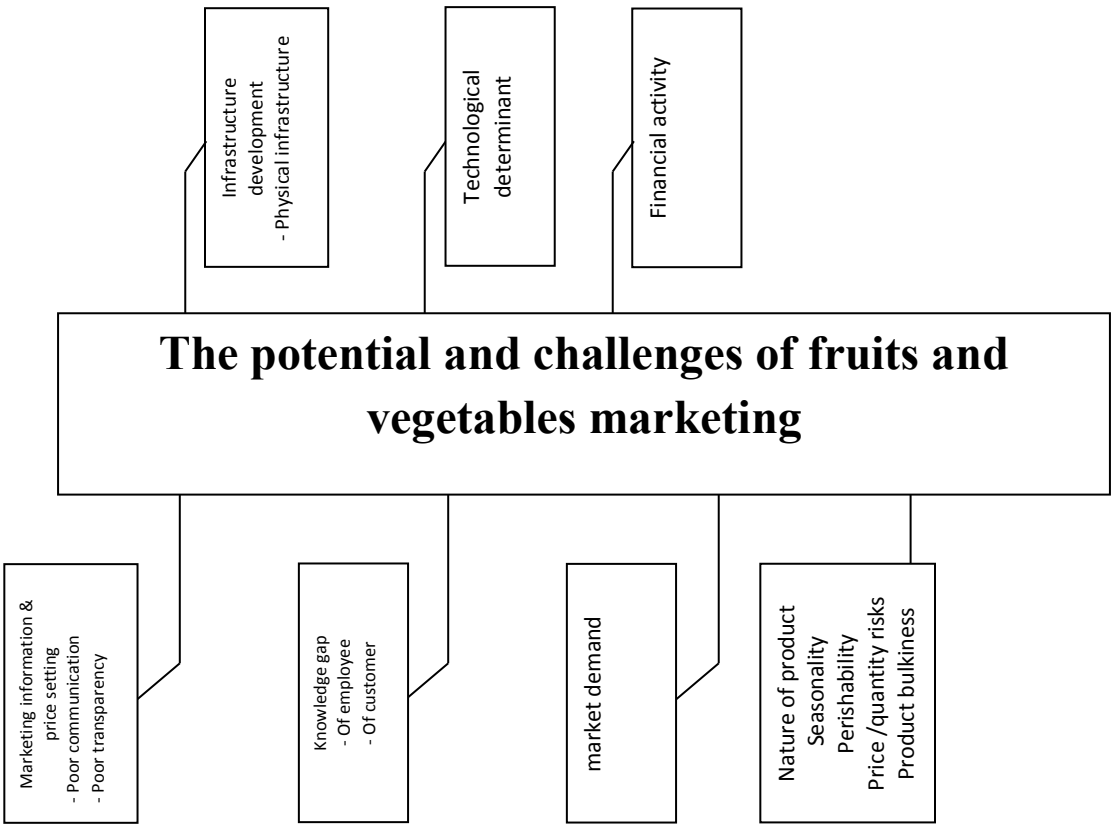


Figure 1. Conceptual framework of the study

## 2.8 Empirical Studies

### 2.8.1 Empirical Studies on Marketable Supply

Research result by Beyene and Phillips (2007) have designated that, absences of research and market information in Ethiopian honey value chain have wasted the nation‟s incalculable benefits. This study was further evidenced by Belay (2003) who stated that, lack of government support such as: inadequate research and training, policies and strategies, have increased knowledge gap among the Ethiopian small scale farmers.

A study on green beans by Lusby (2007) has revealed that, lack of crop husbandry skills and limited extension services has constrained the productivity of the sector. Simultaneously Abay

(2007) identified the major factors that affect the supply of vegetables (onion and tomato) at Fogera District. His study revealed that owned oxen number, family size, and distance from development agent and experience has affected marketable supply of onion and tomato.

Abraham. (2013) So, this study was proposed to investigate the value chain analysis of major vegetables produced in Kombolcha and Habro Woredas of East and West Zones. Therefore, this study would help to revealed the weakest link of the chain and to narrow the information gap on the subject.in similar way, Adugna (2009) identified major factors that affect marketable supply of papaya in Alamata District. Adugna‟s study revealed that papaya quantity produced influenced marketable supply positively.

Unavailability of standardized packing material has forced exporters in Ethiopia to import packing material from Netherlands and Israel (Wiersinga and Jager, 2009). But efforts are now commenced to produce packing material in Ethiopia. According to FAO (2006), mango farmers in Kenya are suffering from poor post-harvest handling which affected their income where farmers are compelled to sell their product immediately after harvest. Thus hastened ripeness of avocado at room temperature has aggravated ethylene release and necessitated immediate utilization (Crosby, 2008; Stanlich, 2005).

Similarly, Bezabih and Hadera (2007) explore use of low level of improved agricultural technologies, risks associated with weather conditions, diseases and pests, as the main reasons for low productivity. Moreover, due to the increasing population pressure the land holding per household is declining leading to low level of production to meet the consumption requirement of the household. As a result, intensive production is becoming a means of promoting agro-enterprise development in order to increase the land productivity.

Horticultural production gives an opportunity for intensive production and increases small holders‟ farmers‟ participation in the market.

Additionally, Bezabih and Hadera (2007) stated that production is seasonal and price is inversely related to supply. During the peak supply period, the prices decline. The situation is worsened by the perishability of the products and poor storage facilities. Along the market channel, 25 percent of the product is spoiled. Perishability is also one of the bottlenecks that hampered easy product flow along the chain and reported to require fervent attention.

### 2.8.2 Empirical review on challenges and opportunity

Bezabih and Hadera (2007) identified pest, drought, shortage of fertilizer, and price of fuel for pumping water as the major constraints of horticulture production in Eastern Ethiopia. Other problems which they reported also include poor know how in product sorting, grading, packing, and traditional transporting affecting quality.

Million and Belay (2004) indicated that, lack of market outlets, storage and processing problems, lack of marketing information, capital constraints, high transportation cost and price variation are some of the important constraints in vegetable production.

Tesfaye, (2015), assessment of post-harvest loss for perishable produces from wholesalers to consumers, revels the same study According to FAO (2012), in the developing countries, absence of basic infrastructure and knowhow in post-harvest handling have been identified as significant drivers in the formation of food loss, both currently and foreseeable future.

Zelalem, (2011), challenges and prospects of the commodity exchange in Ethiopia. The study reveals infrastructure development, macroeconomic stability, government policies, commercial and financial sectors has challenges to the Ethiopia commodity exchange (ECX).

From these reviewed literatures severe production seasonality, seasonal price fluctuations, poor pre-and post-harvest handling, prevalence of pest and diseases, poor market access, lack of marketing information, poor know how in product sorting, grading, packing, and traditional transporting affecting quality, lack of storage added with infrastructure development, macroeconomic stability, government policies, commercial and financial sectors are the factors of fruits and vegetables market system in Addis Ababa as well as on study area in company.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Research Design

This part of the study was explained a brief presentation of the approach of the study, design of the research instruments, the selection of the study and the research participants. By the same indication, it provides a comprehensive picture of the methods of data collection, presentation and analysis.

The very focus of this study was the "Assessment of the Potential and Challenges of Agribusiness Marketing in Ethiopia: The case Fruits and Vegetables Marketing in the Addis Ababa Region: Focusing on (ET-FRUIT)," This study was also use qualitative and quantitative research approach. Descriptive survey method is more appropriate to gather variety of data related to the study and to analyze the data qualitative approach.

## 3.2 Data Type and Source

In the study, both primary and secondary data was utilized by employing quantitative and qualitative methods. The Instrument planned to be used in this research for primary data collection was the survey structured questionnaires for the sample of managers, employees, wholesalers and retailers. The secondary data was collected from the publications from books, journals, reports, and bulletins was collected from different stakeholders including trader, Ministry of Agriculture, Ethiopian Investment Authority, FAO, EHDA, Ethiopian Horticulture Association, Ethiopian Fruits and vegetables marketing s.co and articles contributed on national and international newspapers and magazines.

## 3.3 Data collection instruments

The data was collected through questionnaire to gather the primary data sources. Secondary data was collected from the publications from books, journals, reports, and bulletins was collected from different stakeholders including trader, customs union, Ministry of Agriculture, Ethiopian Investment Authority, FAO, EHDA, Ethiopian Horticulture Association, Ethiopian Fruits and vegetables marketing s.co and articles contributed on national and international newspapers and

magazines The questionnaire was been filled by the Ethiopian Fruits and vegetables marketing s.co manager , employee wholesaler and retailer of the company . Both open ended and close ended questions was employed.

## 3.4 Sample Size and Sample Technique

This study was targeted Et-fruits companies. Furthermore, the target population of this study is the exact sample units of respondents were considered from company‟s manager, employees, wholesaler retailer and the total number of population on Et-fruits was 400 employees, 61 retailers and 3 wholesalers so total population was 464. Purposive sampling technique was asked survey questioner 13 managers who are at different management level in three wholesale area in Addis Ababa region and total of 3 wholesale supervisors of them were taken totally and under this three whole area in Addis Ababa region total number of retailer was 61 from total 61 retailer shop 53 retailers were selected by simple random method. the total number of population Et-fruits employee are 400 out of this about 178 employees that directly related purchasing, sale and market research, the sample size was determined from 178 employees that directly related purchasing sale and market research and from that 13 was also managers who are purposive sampling technique used (1top level, 6 middle level and 6 bottom level managers) and from the rest was 165 employees and from the rest of 165 employees 117 was randomly selected. and the total sample size was from managers 13, from employee 117, from retailers 53 and from wholesalers 3 and totally 186 was selected. For determination of thus: the sample size was determined from the total population by using the following formula.

**Planning (determining) sample size**

$n = \underline{p(1-p) \text{ for}}$ finite population

$h^2/z^{2+p(1-p)/N}$

Where p= the population proportion, n= sample size N= population size z= is the confidence coefficient is to be 95.4% so that z= 2, h= the margin desired to estimate the population proportion within +_h with a given confidence coefficient suppose that we wish to estimate the proportion of parts within +_4 percent points in other words h= 0.04 so N=165

$$n = \frac{0.5(0.5)}{(0.05)2(1.96)^2+0.5(0.5)/165}$$

n = 117 for employee was sample of employee

second for retailer N=61

$n = \underline{p(1-p)}$

$h^2/z^2+p(1-p)/N$

$$n = \frac{0.5(0.5)}{(0.05)2(1.96)^2+0.5(0.5)/61}$$

n = 53 for retailer was sample of retailer

total sample size was = sample of (manager + employee + retailer + wholesaler)

total sample size = 13+117+53+3 = 186 so total sample was 186

## 3.5 Data analysis

Data analysis for this study was involved both quantitative and qualitative research approach depending on the objective of the study and the nature of data available analysis in this study was both descriptive (was made using frequencies, means, and maximum and minimum values of some important variables) and statistical software known as SPSS (Statistical Package for Social Sciences). Statistical techniques like mean, percentage and standard deviation and graphs were used in the analysis of the data for this research and qualitative research literature based.

## 3.6 Method of data analysis

After the data was collected from primary and secondary sources, it was appropriately checked and edited by the researcher. Then the edited data was coded and manually entered into computer.\was the method of data analysis used for all of the qualitative data in this research is literature based. The analysis is done in such a way that the researcher first edited the collected data to ensure the completeness, consistency, and meaningfulness and then interpreted on the basis of theoretical facts. Finally, the data was analyzed by using SPSS and the results was discussed and analyzed by employing, tables, graphs, mean, std. deviation and qualitatively depending on the type of data.

# CHAPTER FOUR

# RESULTS AND DISCUSIONS

## 4.1 Data Presentation and Interpretation

In this part of the study, the data obtained using both primary and secondary sources are presented in the first section using a comparative analysis and descriptive methods. The first section of this chapter presents a demographic description of the sample in terms of age, sex, level of education and work experience, the second section was The primary data collected from the manager, employees, wholesalers and retailers of the company is presented using a descriptive research method. In the third section, the major findings of the study are discussed using various literatures and personal judgments.

### 4.1.1 Response Rate

A total of 186 questionnaires were distributed with the help of 4 enumerators and the response rate was indicated in the table below.

Table 1. Response rate

| Item | Response rate | |
|---|---|---|
| | No | Percent |
| Sample size | 186 | 100 |

Survey result, 2016

From the above table, out of 186 distributed questionnaires.

. Therefore, analysis was made based on the responses obtained from 16 purposive and 170 randomly selected total 186.

### 4.1.2. Demographic Characteristics of Respondents

The study focused on workers in Et-fruits in Addis Ababa. For the analysis, the workers were categorized with four demographic variables on table below; gender, age, education level and work experience. About 57.5% of the respondents were females but the number of male (42.5%) respondents is also enough to represent the company workers in Addis Ababa that means good for female employee creation. The age respondents were the age below 20 years were (1.1%) small percent, of majority respondents‟ s were between 21 and 30 years that accounts

(45.7%). Respondents who were between 31 to 40 years are (17.7%) and from 41 to 50 years were 26.9% and finally the respondents age above 50were (8.6%). According to This results indicates that there is a potential advantage for working by young employees specially to achieve future objectives of the company‟s marketing strategy and the young employees are more eager to work. only 2.7% of the respondents were found to be below diploma, and it is the majority (47.8%) of the workers with a Diploma. The most of (40.9%) hold their first degrees, while a small percentage (8.6%) was found to be with their second degrees the skill development of employee was good but not enough to fill gap of knowledge problem on work area. and majority of the respondents about (74.2) of the workers work experience found to be below 5 years‟ experience while the next was 6-10 years‟ experience the percentage of 10.8%and the last small percentage (9.7) was found to be 11-15, 15 and the above work experience was found to be (5.3%)

Table 2. Demographic Characteristics of Respondents

| NO | Variables | | Frequency n= 186 | Percentage = 100 |
|---|---|---|---|---|
| 1 | Gender | Male | 79 | 42.5 |
| | | Female | 107 | 57.5 |
| 2 | Age in (year) | <20 | 2 | 1.1 |
| | | 21-30 | 85 | 45.7 |
| | | 31-40 | 33 | 17.7 |
| | | 41-50 | 50 | 26.9 |
| | | >50 | 16 | 8.6 |
| 3 | Education | below 12 | 1 | 0.5 |
| | | Certificate | 4 | 2.2 |
| | | Diploma | 89 | 47.8 |
| | | Degree | 76 | 40.9 |
| | | Masters and above | 16 | 8.6 |
| 4 | Year of experience | 0-5 | 138 | 74.2 |
| | | 6-10 | 20 | 10.8 |
| | | 11-15 | 18 | 9.7 |
| | | 15 and above | 10 | 5.3 |
| Total | | | 186 | 100 |

**Survey result,2016**

## 4.2 Presentation of Survey on major challenges of fruits and vegetables marketing's

### 4.2.1 Presentation of Survey collected from manager of the company on major challenges of fruits and vegetables markets on Et-fruit.

Table 3. Infrastructure development

| **Do you think that the current infrastructure development has comparative advantage to fruits and vegetable marketing?** | | | | |
|---|---|---|---|---|
| | | Frequency | Percent | Cumulative Percent |
| | Yes | 2 | 15.4 | 15.4 |
| | No | 11 | 84.6 | 100 |
| | Total | 13 | 100 | |

Survey result, 2016

According to table3 regarding current infrastructure development to Et-fruit, (84.6%) percent of managers responded that the current infrastructure development is poor and whereas (15.4%) of respondents said that there is good infrastructure development. Most respondents" response was poor infrastructure development.

Moreover, responses from managers of the Et-fruits explained that, the first key challenges of Et-fruits are lack of adequate Physical infrastructure and inadequate store facilities and Legal and regulatory infrastructure physical infrastructure given below.

**Physical infrastructure**

According to the survey Communications and transportation infrastructure is critical to a functioning marketing. First, at a futures market requires a communications network that can provide Marketers with spot market information in order to estimate the basis. Et-fruits also needs to be supported by a reliable system for transportation and distribution, so that delivery location can be credibly specified in the contract. Moreover, the transactions costs must be stable enough for marketers to evaluate the spread between the spot and futures contract prices.

**Table 4. Financial Market environment**

| **Do you think that the current financial environment have relative benefit to fruits and vegetables marketing or business?** | | | | |
|---|---|---|---|---|
| | | Frequency | Percent | Cumulative Percent |
| Valid | Yes | 3 | 23 | 23 |
| | No | 10 | 77 | 100 |
| | Total | 13 | 100.0 | |

Survey result, 2016

As it can be seen from table 4 (77%) percent of respondents responded that, the current financial environment is the discouraging to Et- fruits on the other hand and (23%) percent documented that the current financial environment is encouraging. Furthermore, questioner responses from managers of the Et-fruit company elucidated that; financial sector will have for the future marketing a reduced capacity to support a futures marketing process but now they have no activity. The company must have access to a clearing house with sufficient capital to serve as a guarantor of all transactions. These requirements imply a generally well-functioning financial sector. However, the current Commercial and financial sectors environment development of Ethiopia is disappointing. For this reason, inadequate amount of financial sector in the economy is other challenge faced the company marketing activity.so for future the company should communicate with finance sector and with the other stakeholder for supporting the company.

.

**Table 5. Problem with market chain activity of fruits and vegetables market**

| **Is there any problem with market chain activity of fruits and vegetables market?** | | | | |
|---|---|---|---|---|
| | | Frequency | Percent | Cumulative Percent |
| | Yes | 11 | 84.6 | 84.6 |
| | No | 2 | 15.4 | 100.0 |
| | Total | 13 | 100.0 | |

Survey result, 2016

As it can be seen from table 5, 11(84.6 %) percent of respondents responded that, problem with market chain activity of fruits and vegetables market on the other hand, 2 (15.4%) percent of respondents responded that, no problem with market chain activity of fruits and vegetables market. In these activities created power imbalances among actors which are largely controlled by intermediaries and it has resulted into underpriced outputs and discouraged the total marketing activity.so that there is a market chain problem in marketing of fruits and vegetables because the actors and their system have many problems so the stakeholders must make a solution to the problem.

According to the above survey make the solution to the market chain activity problem was: -by making production, effective demand, value chain governance and by upgrading the existence market chain activity with acquisition of technological capabilities and market linkages that enable firms to improve their competitiveness and move into higher-activities.

### 4.2.2 Presentation of Information collected from employee about challenges of fruits and vegetables markets on Et-fruit

**Table 6 Accessibility of purchasing centers to vehicles**

| Variables | | Frequency | Percent | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Are all your purchasing centers accessible to vehicles? | Yes | 22 | 18.8 | 1.8120 | 0.39242 |
| | No | 95 | 81.2 | | |
| Total | | 117 | 100 | | |

Survey result, 2016

According to the above survey when mean and standard deviation was 1.8120 and 0.39242 respectively.

As it can be seen from table 6, 22(18.8%) percent of respondents responded that, purchasing centers accessible to vehicles on the other hand 95 (81.2%) percent of respondents responded that, purchasing centers not accessible to vehicles. According to assessment Most respondents are responded not accessible most time products can be reach up to vehicle road by animal and manpower so the performance for supply chain was not encouraged because the problem with

the vehicle. The government and the stakeholder should make a solution to that problem by developing road infrastructure and some other facility to the product supply and improving performance of marketing.

**Table 7. Poor price discount provision**

| **Does the company provide price discount?** | | | | |
|---|---|---|---|---|
| | | Frequency | Percent | Cumulative Percent |
| Valid | Yes | 48 | 41 | 41 |
| | No | 69 | 59 | 100.0 |
| | Total | 117 | 100.0 | |

Survey result, 2016

As it can be seen from table7, (41%) percent of respondents responded that, the company provide price discount on the other hand, (59%) percent of respondents responded that, the company not provide price discount. Most respondent‟s response was company not provide price discounts company must provide price discount. At competitive business environment it is better to provide price discount for attracting customers. When price was discounted better to attract customers so better to sell the product it was advantage to profitability. So price discount was best strategy.

**Table 8 poor promotion**

| **Is Promotion to the company to initiated customer** | | Frequency | Percentage |
|---|---|---|---|
| | Yes | 70 | 59.8 |
| | No | 47 | 40.2 |

Survey result, 2016

As it can be seen from table 8, (respondent‟s response (59.8 %) percent of answer, made the promotion to the company to initiated customer and (40.2%) response was not made promotion. But current the made of information was not encouraged or not enough so for the effectiveness of promotion company should use different types of medium of communication to promote their products.

### 4.2.3 Presentation of Information Collected from company of wholesalers' and retailer respondents.

#### 4.2.3.1 Presentation of Information Collected from company of wholesalers' respondents

**Table 10. The supplier of company which give fruits and vegetable products to wholesaler market.**

| The company supplier at wholesale market | | | To Wholesaler level | |
|---|---|---|---|---|
| NO | Variables | | Frequency | Percentage |
| 1 | Supplier of products in the company | From large land holder/ producers | 1 | 33.3 |
| | | From fruits and vegetables cooperatives | 1 | 33.3 |
| | | From other trader | 1 | 33.3 |
| Total | | | 3 | 100 |

Survey result, 2016

The survey results indicate that supplier of these fruits and vegetables at wholesale. Which is; from large land holder/ producers from fruits and vegetables cooperatives and from other traders.

Based on the survey result on the table 10, at wholesaler level (33.3%) percent responded based on from large land holder/ producers (33.3%), based on from fruits and vegetables cooperatives, (33.3%) on the other trader and the response percent was near each other"s. for making the solution shortage of supply to expand market chain activity company should buy additional product from other traders.

**Table 11. The company customer of the wholesaler market**

| The company customer at wholesale market | | | Wholesaler customer | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | **Customers Of the company** | Business/hotels, restaurants ,cafe etc. | 1 | 33.3 |
| | | Gov't institution/universities ,military household etc. | 1 | 33.3 |
| | | Retailers | 1 | 33.3 |
| Total | | | 3 | 100 |

Survey result, 2016

The survey results indicate that the company customer at wholesaler level that was; Business /hotels, restaurants, cafe etc., retailers and Gov't institution/universities, military household etc.

Based on the survey result on the table 11, at wholesaler's level (33.3%) percent responded based on Business /hotels, restaurants, cafe etc., (33.3%) retailers and (33.3%) based Gov't institution/universities, military household etc. the company must keep existing customers and add another customer to the domestic and foreign market.

**Table 12 Selling activity of product at wholesaler level**

| Direct sale of product | | At wholesale level | |
|---|---|---|---|
| No | Variable | Frequency | Percentage |
| 1 | Retailers | 3 | 100 |
| Total | | 3 | 100 |

Survey result, 2016

Based on the survey result on the table12, direct sale of the product at wholesaler level. according to the survey at wholesaler level 100%) response was directly sale to retailers.

**Table 13 packaging and time of transportation during transport at wholesaler level.**

| | | | At Wholesaler level | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | **Type of Packaging** | Plastic Crate | 3 | 100 |
| 2 | **Time of transportation** | Early Morning | 2 | 66.7 |
| | | Day time | 1 | 33.3 |
| Total | | | 3 | 100 |

Survey result, 2016

The survey results indicate that kind of packaging method is used during transport at wholesaler was only plastic crate based on the above table 13, (100%) percent responded on the study conducted company was only plastic crate.

The Et-fruit company that conducted was use plastic crate but now the company used crate most are broken that was not encouraged because lost and damaged happened to the product. So the company must change the old broken plastic crate by new and use other optional types packaging materials like wooden box.

The survey results above indicate that Time of transportation which is responded by respondents at wholesaler were Early Morning and, Day Time.

Based on the survey result on the table 13 for wholesaler, (66.7%) percent responded based on Early Morning and (33.3%), percent responded based on day time respectively. Time not encouraged on day time the products exposed to sun light due to perishable nature of fruits and vegetables deteriorate and most respondent‟s response was transportation on early morning it was encouraged because on early morning when it transported it was important for the quality of the products and it was important to on time products given the customers. So the company must always supply the products on early morning.

**Table 14-time storage of product before sold to customer at wholesaler level.**

| | | | At Wholesaler level | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | **Storage of product** | day 1- 2 days | 1 | 33.3 |
| | | More than 2 days | 2 | 66.7 |
| Total | | | 3 | 100 |

Survey result, 2016

The survey results indicate that days store the produce before it is sold to customers on wholesaler level according to the survey. Day 1- 2 days and More than 2 days.

Based on the survey result on the table 14, small number (33.3%) percent responded based on day 1- 2 days, large number (66.7%), percent responded based on More than 2 days at wholesaler level. Most response were more than 2 days‟ products store before it sold to customer so the company make serious solution to market chain activity and communicate with different market actors for improving fast market system before purchased the product company must find buyers because fruits and vegetable on nature perishable so communication was important fast development of market.

Table 15 during storage at wholesale level (observational) facility for the products

| | | | Wholesaler response | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | Ventilation | Medium | 1 | 33.3 |
| | | Poor | 2 | 66.7 |
| 2 | shelter) | Sufficient shelter | 2 | 66.7 |
| | | Medium shelter | 1 | 33.3 |
| 3 | Mechanical damage of the product is | Significant | 1 | 33.3 |
| | | Not Significant | 2 | 66.7 |
| | Loss due to pests | Significant | 1 | 33.3 |
| | | Not Significant | 2 | 66.7 |
| Total | | | 3 | 100 |

Survey result, 2016

The survey results on table 15 indicate that During storage at wholesale level (observational): ventilation for the product is Ventilation which was medium and poor., small percent (33.3%) percent responded based on medium, large percent (66.7%) based on poor. Shelter for the product was sufficient shelter and medium shelter respectively. (66.7%) percent responded based on Sufficient shelter and (33.3%) based on medium shelter. during loading/unloading and Mechanical damage of the product is which is; significant and not significant loss due to pests‟ small percent (33.3%) percent responded based on significant, large percent (66.7%), based on Not significant

During survey conducted above on wholesaler level the products store was observed that area observed was poor ventilation it was not encouraged and the company didn‟t use modern ventilation system to the product quality. So to the product quality control and due to perishable

nature of the product company must use standard ventilation. Based on the survey mostly shelter they have but it was cleanness problem. But the company must increase to expand the shelters and use different types of technology; - like ventilation and internal facility fulfill to shelter for controlling the quality of the product. Sometimes products were damaged on the time of loading/unloading purchasing department must make orientation to the body who related with loading/unloading.

Because most of the time loss due to pests was happened at production level but sometimes loss was happened on store. But purchasing department of the company must take responsibility to purchase haven't damaged with pests.

**Table 16. price information**

| Price information | | | At Wholesaler level | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | Price information obtain | Daily | 1 | 33.3 |
| | | Weekly | 2 | 66.7 |
| | | Monthly | - | - |
| | Source of price information | Retailer | 2 | 66.7 |
| | | Wholesalers | | |
| | | TV /radio | 1 | 33.3 |
| | | Other farmers | | |
| | | Collectors | | |
| Total | | | 3 | 100 |

Survey result, 2016

The survey results indicate that How Often Price Information obtains which was daily and weekly and source of price information.

Based on the survey result on the table 16, at wholesalers‟ level small percent (33.3%) percent responded based on daily, large percent (66.7%), based on Weekly Large percent response based on Price Information obtain weekly and small percent based on daily it was not encouraged due to expansion of countries market activity the price of product changed on hours and minutes. The company must obtain price information daily.

According to the above table16 above the survey results indicate that at wholesaler level Source of Price Information which is Retailers and TV/Radio. Which large percent (66.7%) percent response based on Retailers small percent, (33.3%), Based on TV/Radio. Most the time source of the price information to wholesaler market was retailers because retailers have relation with many customers so they have informed than other body and sometime TV/radio have source of information to the company. So at wholesaler level as well as retailers‟ level for their effectiveness and efficiency of market, company must have use different source of price information.

### 4.2.3.2 Presentation of Information Collected from company retailer respondents.

**Table 17 The supplier of company which give fruits and vegetable products to retailer market.**

| The company supplier retailer market | | | To Retailers level | |
|---|---|---|---|---|
| No | Variables | | Frequency | Percentage |
| 1 | Supplier of products in the company | From large land holder/ producers | 20 | 37.7 |
| | | From fruits and vegetables cooperatives | 21 | 39.6 |
| | | from wholesalers | 12 | 22.6 |
| Total | | | 53 | 100 |

Survey result, 2016

The survey results indicate that supplier of these fruits and vegetables at retailer level. Which is; from large land holder/ producers from fruits and vegetables cooperatives and from wholesalers.

Based on the survey results at table 17 at retailer level (37.7%) percent responded based on from large land holder/ producer (39.6%) based on from fruits and vegetables cooperatives and (22.6%) based from wholesalers. for making the solution shortage of supply to expand market chain activity company should buy additional product from other traders.

**Table 18 The company customer of the retailer market**

| The company customer at retailer market | | | Retailers customer | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | **Customers Of the company** | Business/hotels, restaurants ,cafe etc. | 4 | 7.5 |
| | | Gov't institution/ universities, military household etc. | 4 | 7.5 |
| | | Consumers | 4 | 7.5 |
| | | All of the above | 41 | 77.4 |
| Total | | | 53 | 100 |

Survey result, 2016

The survey results indicate that the company customer at retailer level that was; Business /hotels, restaurants, cafe etc., consumers and Gov't institution/universities, military household etc.

Based on the survey result on the table 18, at retailer level (7.5%) percent responded based on Business /hotels, restaurants, cafe etc. (7.5%), consumers and (7.5%) based Gov't institution/universities, military household etc. the rest (77.4%) based on all above are customers of the company each responses percent was almost equal all given on the above are customer of the company the company must keep existing customers and add another customer to the domestic and foreign market.

**Table 19 Selling activity of product at retailer level**

| Direct sale of product | | At retailer level | |
|---|---|---|---|
| No | Variable | Frequency | Percentage |
| 1 | customer | 53 | 100 |

Survey result, 2016

Based on the survey result on the table 19, direct sale of the product at retailer level. according to at retailers‟ level (100%) directly sale their products to consumers.

**Table 20 packaging and time of transportation during transport at retailer level**

| | | | At Retailers level | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | **Type of Packaging** | Plastic Crate | 53 | 100 |
| 2 | **Time of transportation** | Early Morning | 29 | 54.7 |
| | | Day time | 24 | 45.3 |
| Total | | | 53 | 100 |

Survey result, 2016

The survey results indicate that kind of packaging method is used during transport at retailer level was only plastic crate based on the above table 20, (100%) percent responded on the study conducted company was only plastic crate.

The Et-fruit company the conducted was use plastic crate but now the company used crate most are broken that was not encouraged because lost and damaged happened to the product. So the company must change the old broken plastic crate by new and use other optional types packaging materials like wooden box.

The survey results above indicate that Time of transportation which is responded by respondents‟ retailer level were Early Morning and, Day Time.

at retailer level (54.7%) percent responded based on Early Morning and (45.3%) percent responded based on Day respectively. Time not encouraged on day time the products exposed to sun light due to perishable nature of fruits and vegetables deteriorate and most respondent‟s response was transportation on early morning it was encouraged because on early morning when it transported it was important for the quality of the products and it was important to on time products given the customers. So the company must always supply the products on early morning.

**Table 21time storage of product before sold to customer at wholesaler level.**

| | | | At Retailers level | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | **Storage of product** | day 1- 2 days | 24 | 45.3 |
| | | More than 2 days | 29 | 54.7 |
| Total | | | 53 | 100 |

Survey result, 2016

The survey results indicate that days store the produce before it is sold to customers on retailer level according to the survey. Day 1- 2 days and More than 2 days respectively.

Based on the survey result on the table 21, at retailer level small number (45.3 %) percent responded based on day1- 2 days, large number (54.7%), percent responded based on More than 2 days. Most response were more than 2 days‟ products store before it sold to customer so the company make serious solution to market chain activity and communicate with different market actors for improving fast market system before purchased the product company must find buyers because fruits and vegetable on nature perishable so communication was important fast development of market.

**Table 22 during storage at retailer level (observational) facility for the products**

| | | | Retailers response | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | **Ventilation** | Medium | 32 | 39.6 |
| | | Poor | 21 | 60.4 |
| 2 | shelter) | Sufficient shelter | 8 | 15.1 |
| | | Medium shelter | 45 | 84.9 |
| 3 | Mechanical damage of the product is | Significant | 8 | 15.1 |
| | | Not Significant | 45 | 84.9 |
| 4 | Loss due to pests | Significant | 13 | 24.5 |
| | | Not Significant | 40 | 75.5 |
| Total | | | 53 | 100 |

Survey result, 2016

The survey results on above table 22 indicate that During storage at retailer level (observational): ventilation for the product is Ventilation which was medium and poor., small percent (39.6 %) percent responded based on medium, large percent (60.4%), based on poor. Shelter for the product is: This was sufficient shelter and medium shelter respectively. (15.1%) percent responded based on Sufficient shelter and, (84.9%) based on medium shelter. during loading/unloading and Mechanical damage of the product is which is; significant and not significant, small percent (15.1%) percent responded based on significant, large percent (84.9%), based on Not significant. level Loss due to pests based on significant (24.5%) and (75.5%) percent responded was not significant.

During survey conducted above on retailer level the products store was observed that area observed was poor ventilation it was not encouraged and the company didn‟t use modern ventilation system to the product quality. So to the product quality control and due to perishable nature of the product company must use standard ventilation. Based on the survey mostly shelter they have but it was cleanness problem. But the company must increase to expand the shelters and use different types of technology; - like ventilation and internal facility fulfill to shelter for

controlling the quality of the product. Sometimes products were damaged on the time of loading/unloading purchasing department must make orientation to the body who related with loading/unloading.

Because most of the time loss due to pests was happened at production level but sometimes loss was happened on store. But purchasing department of the company must take responsibility to purchase haven"t damaged with pests.

**Table 23 price information**

| Price information | | | At Retailers level | |
|---|---|---|---|---|
| No | Variable | | Frequency | Percentage |
| 1 | Price information obtain | Daily | 18 | 34 |
| | | Weekly | 28 | 52.8 |
| | | Monthly<br>-<br>- | 7 | 13.2 |
| 2 | Source of price information | | | |
| | | Wholesalers | 31 | 58.5 |
| | | TV /radio | 16 | 30.2 |
| | | Other farmers | 2 | 3.8 |
| | | Collectors | 4 | 7.5 |
| total | | | 53 | 100 |

Survey result, 2016

The survey results indicate that How Often Price Information obtains which was daily and weekly and source of price information.

Based on the survey result on the table 23 at retailer level small percent (34.0%) percent responded based on daily, large percent (52.8 %) based on Weekly and (13.2%) responded based on monthly. Large percent response based on Price Information obtain weekly and small percent

based on daily it was not encouraged due to expansion of countries market activity the price of product changed on hours and minutes. The company must obtain price information daily.

The survey results indicate that Source of Price Information at retailer level other farmers, wholesalers, collectors and TV/radio which is Retailers and TV/Radio. Small percent (3.8%) response based on other farmers, large percent 58.5%) percent response based on wholesaler‟s medium percent, (30.2%), Based on TV/Radio and the others small percent (7.5%)based on collector. Most the time source of the price information to retailer market was wholesalers because vertical relationship with them so most of the time retailers was obtained information from wholesalers .and sometime TV/radio have source of information to the company. So at wholesaler level as well as retailers‟ level for their effectiveness and efficiency of market, company must have use different source of price information.

## 4.3 Discussions and Finding

In this section, the major findings of the study are discussed using various literatures in the topic

As well as with the application of the researcher personal judgments.

### 4.3.1 Discussions on major challenges of fruits and vegetables markets on Et-fruit.

#### 4.3.1.1 Nature of the product

The entire questioner conducted fruits and vegetable market employee declared that nature of the product was the most critical challenges to the marketing of fruits and vegetables.

**Perishability, Seasonality, Price /Quantity risks and Product bulkiness of fruits and Vegetable Products nature**

- **Perishability: -** Manager, employee, wholesalers, retailers and REST as well as some fruits and vegetable traders believed that seasonality and perishability of fruits and vegetable products are the main reasons for the challenges for marketing of fruits and vegetable for company in study area. One basis of seasonality is farmers have a preference to production of cereal and pulses owing to market and food security concerns (Peter 2004).

- As fruits and vegetables are highly perishable, they start to lose their quality right after harvest and continued throughout the process until it is consumed. For this purpose, elaborated and extensive marketing channels, facilities and equipment‟s are vital.

- This behavior of fruits and vegetables exposed the commodity not to be held for long periods and fresh produce from one area is often sent to distant markets without a firm buyer or price. Company was some infant developing processing products like marmalade, so it should have planned to establish some fruits and vegetables processing in the company of the town Addis Ababa region REST stated that it is now working on preparing preliminary procedures like cold storage and preservation facilities to assure enduring supply.

- **Seasonality of fruits and vegetables: - fruits** and Vegetables have seasonal production directly influencing their marketing. Normally they have limited period of harvest and more or less a year round demand. This seasonality also worsened by lack of facilities to store.

- **Price /Quantity risks:** Due to perishable nature and biological nature of production process there is a difficulty of scheduling the supply of fruits and vegetables to market demand. The crops are subjected to high price and quantity risks with changing consumer demands and production conditions. Unusual production or harvesting weather or a major crop disease can influence badly the production and marketing system.

- **Product bulkiness:** Since water is the major components of the product, it makes them bulky and low value per unit that is expensive to transport in fresh form every time. This, therefore, exposed suppliers to lose large amount of product in the supplying area unsold.

These listed characteristics of the product require a special complex system of supportive inputs. It demands a regular marketing preparation process like washing, cooling, proper management from the time of harvest until the produce is put on display. It is frequently believed a fruits and vegetable not only remain attractive to the consumer it must also have a shelf life of few days after having purchased by the consumer (Nonnecke, 1989).

#### 4.3.1.2 Market information and price setting

The more market information a household has, the lower its transaction cost will be, increasing market participation (Makhura, 2001). Most of the employee in company answered they did not have access to market information, especially in respect of market price. These market actors lack information about products prices, as well as quality requirements, the best place and time to sell their products, and potential buyers

#### 4.3.1.3 Technological determinant of fruits and vegetables marketing related with cold storage facility, packaging and transportation facility

According to the most respondents‟ response in the study area in the company the technology uses and their development was on infant stage that was the challenges to the fruits and vegetables market.

- Cold storage facilities according to Barrie et al (2008) indicated that "the storeroom should be cool and dark with a good ventilation to maintain a flow of air and with protection against insects and rodents" (p.133).

- Packaging and transportation facility have the main problem to the market. high cost and low quality to transport to transport the products, the way of transportation is not ventilated and therefore, much amount of fruits and vegetables is prone to spoilage during transportation because they have perishable in nature. The vegetable traders also added that some vegetables like onion, banana, and avocado are transported in bare trucks without packaging as result portions of the vegetable are prone to spoilage. The spoiled products are dropped off together with the unspoiled ones as there is no sorting arrangement during unloading. This way of transportation requires longer time to reach the market; as a result, the quality of the fruits and vegetable products would be affect This causes many products to wreck; as a result, the amount of wastage boosted (Bezabih and Hadera 2007) noted that most of the suppliers‟ areas are not accessible to vehicle; hence, fruits and vegetables products are transported to the road side by low quality transportations.

- For market supplying‟ level to overcome the main challenges on the development of fruits and vegetable markets, which was perishability and seasonality of fruits and vegetables. Small, medium, as well as large stores having ventilators should be constructed in the specialized fruits and vegetable growing and marketing areas depending up on the level of production and market. There should be enhancement on the packaging materials of fruits and vegetables. The current packaging materials of broken plastic crake sacks have to be replaced by packaging materials having enough strength, convenience on using and suitable size like better wooden and plastic boxes. Similarly, the primary and secondary packaging technique has to be introduced. This lessens the amount of wastage caused due to improper packaging and insures safe supply of raw materials during fruits and vegetable marketing, and need of progress in transportation.

### 4.3.2 Analysis of Surveyed Major potential of fruits and Vegetable marketing

#### 4.3.2.1 Favorable Agro-climatic Conditions

According to the managers of the company response unlike the developed countries, most Sub Saharan African countries, Ethiopia also hold tropical climate which is suitable for the production of different vegetables and fruits that is one better potential for fruits and vegetables marketing. According to (Temu and Marwan, 2007) Perfect agro-climatic conditions for growing tropical crops is one opportunity for the market of fruits and vegetables since there will be a continued supply of raw materials. Favorable climate possibilities make opportunity for the growth of variety fruits and vegetable crops.

#### 4.3.2.2Appropriate Policy Environment

According to managers‟ response was The development of fruits and vegetables market, therefore, steps forward through formulating facilitating government policies like customs duty exemption, income tax exemption, remittance of funds the most important opportunity for fruits and vegetables market.

And also according to (Rolien and Andre, 2009) Appropriate policy environments that include tax holidays, constructive financing possibilities, advantageous terms of loan and little room for corruption are the most important ingredients of the fruits and vegetables marketing.

#### 4.3.2.3 Increasing domestic market Demand and Export Possibilities

According to (Girmalem 2011)The continuing population expansion and raise in per capita income opens a room for the consumption of processed food products .Besides, the increase in urbanization gives value to the importance of food preservation; likewise, such demographic changes like increasing number of women and youth in labor markets, ageing of the population and the increment of single-person households enhance the consumption of readymade and convenience Fruits and vegetables markets and the requirement of fruits and vegetables for health diet is increase one reason for market demand

### 4.3.3 Analysis of survey major benefits has recognized from the establishment of Et-fruit

According to the survey Et-Fruit is the main domestic wholesalers and exporters of fresh fruits and vegetables, processed and flower products in Ethiopia. The varieties of fruits and vegetable and their processed products distributed to domestic markets. For marketing chain facilities of Et-Fruit have progressed to better status of development since last three decades through to its better market network and associated facilities compared with other wholesalers (www, Et-fruit, 2015). For employment creation and for provides other services as market information, refrigerated semi-trucks for rent and import quality seed (www, CSA, 2014*)*.

# CHAPTER FIVE
# CONCLUSION AND RECOMMENDATION

## 5.1 Summary and Conclusion

This study was aimed assess *the Potential and Challenges of Agribusiness Marketing in Ethiopia: the case of Fruits and Vegetables Marketing in the Addis Ababa Region, Focusing on ET-FRUIT. The chapter summarizes and concludes about the study.*

Marketing of fruits and vegetable products in Addis Ababa region extends to markets in the neighboring market centers, in other region. The time and logistics budgeted for the study was not, however, favorable for detailed assessment of the markets in whole Ethiopia, which are the potential and challenges of markets for fruits and vegetables. Thus, only a few respondents and secondary data were used as source of information to assess the *Potential and Challenges of Agribusiness Marketing in Ethiopia: the case of Fruits and Vegetables Marketing in the Addis Ababa Region, focusing on ET-FRUIT* based on the questionnaire consisting of 16 purposively and 170 randomly totally 186 selected based on managers, employee, wholesalers and retailers of these company.

According the results: -

- Fruits and Vegetable marketing has increasing potential for expansion Most common opportunity for expansion of fruits and vegetable marketing in the study area are Favorable Agro-climatic Conditions, Appropriate Policy Environment, Increasing domestic market Demand and Export Possibilities.
- Et-fruits company‟s critical challenges were Lack of transport, Lack of Technical Expertise and Seasonality and Perish ability of fruits and Vegetable Products compounded by weak infrastructure and underdeveloped financial sectors, and lack of supportive legal and regulatory frameworks.
- During the peak supply period, the prices decline and prices increase in the season when the production reduced. The situation is worsened by the perishability of the products, poor market chain, poor promotion and poor storage facilities, poor

transportation and poor communication, lack of markets to absorb the production, low price for the products, large number of middlemen in the marketing system, Lack of marketing Institutions safeguarding poor product handling and packaging, imperfect pricing system, Lack of transparency in market information system.

- And The paper concludes that for improving market performance of fruits and vegetables market, company can make solution to market supplying‟ level to overcome the main challenges on the development of fruits and vegetable markets, which was perishability and seasonality of fruits and vegetables. Small, medium, as well as large stores having ventilators should be constructed in the specialized fruits and vegetable marketing areas. There should be enhancement on the packaging materials of fruits and vegetables.

- The current packaging materials of broken plastic crake sacks have to be replaced by packaging materials having enough strength, convenience on using and suitable size like better wooden and plastic boxes So at wholesaler level as well as retailers‟ level for their effectiveness and efficiency of market, company must have use different source of price information. Make purchase price competition was better strategy to attract suppler and to get better quality by cost minimization and profit maximization technic.by making price discount, making promotion to the products and open shop or market centers which area near to all customers meeting with Financial sectors and government regulations that are favorable to futures trading were almost prerequisites for successful local futures market. Meeting these preconditions, a contract that is significantly different from existing ones or with a large basis risk backed by a large physical market was an essential element for a market.

- In general, the enabling conditions for development of company market are also fundamental to market development. Good physical infrastructure reduces transaction costs and promotes trade; a successful market information system can address information asymmetry.

- The sector has been well emphasized and there is a growing interest in the sector by the government as one of the crucial areas for the expansion of domestic and foreign exchange earnings and for employment creation and for provides other services as market information, refrigerated semi-trucks for rent and import quality seed

## 5.2 Recommendation

This paper assessing the potential and challenges of setting up successful marketing of fruits and vegetables in Et-fruits company in Addis Ababa region.

**To Governments:**

- Ensuring an overarching regulatory framework that upholds the transparency and Integrity of fruits and vegetables markets, protects market participants from unscrupulous Practices, and effectively manages the risks that arise from market operations;
- Developing elements of physical infrastructure that support company market and market development – including information and communications technology, electricity, ventilator, post-harvest technology storage, supply chain and logistics;
- Promoting the integration of the company and financial sectors, by removing undue restrictions on participation by financial institutions in markets and on support for market development;
- Signaling support for the market, thereby providing confidence for other entities to participate in the market.
- Controlling the macro environments activity because it was critical for a company in particular, macro-economic policy needs to maintain stable and reasonably undistorted real interest rates, exchange rates and inflation rates.

**To Et-fruit company**

- Partnering with other entities that are well placed both to deliver market services to market users, customers, and also to enhance impact on market users, government agencies, research institutes, extension agencies, financial and microfinance institutions, and civil society organizations;

- Deepening and broadening the company development impact through the innovative application of products, services, technologies.
- Sharing experiences and best practices with other stakeholders and company
- Supporting further research into the role and the benefits of company. Traders and producers should work as partners Building farmers‟ capacity in collecting market information is important the market system should be transparent information on price should be regularly disclose.
- Company should develop the skill of employee by giving short term and long term training.
- Company should follow different types of technology for improvement of market performance.

**To the policy makers**

- Majority of the marketers and market system are in need of a well-trained and educated and skilled workforce. With few exceptions, vocational and university programs need a major overhaul to focus on unmet demand from the sectors for operational, technical, and managerial advancement of the domestic marketers and exporters.
- They should assist marketers in getting more access to finance and inputs. There is also a
- need to improve basic infrastructure like roads, water access and power to enable the marketers in their technical capacity especially for handling functions.
- Policy makers should design different schemes (i.e. schemes that can increase the accessibility of ventilators and post-harvest technology) to bring a meaningful improvement in the productivity and market of the products of the marketers to enhance the quality of their products.

**To the EHDA**

- They should give training for the management of the exporters in international business management and trainings on post-harvest handling should be available for exporters.
- EHDA should be in consistent contact with the market actors for a better follow up support.
- Lastly, further research has to be conducted in detail because it will be one of major area of future research on the development of fruits and vegetables marketing so by other researchers and the governmental and non-governmental Institutions country should allocate funds to grant these researches.

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# Appendix

## Appendix-1 English Questionnaires

**Addis Ababa University**
**College of Business and Economics**

**Department of Management**

**MBA Program**

**QUESTIONNAIRES**

Dear respondent, first of all I would like to thank you in advance for your willingness answers this questionnaire designed to collect data to study based on this fact, you are required to assist the study through giving the correct response for the questions provided. Your responses will be kept confidential The information collected in this questionnaire is confidential and will be used for academic purposes only**.** The following questioner forms of part of a study being under taken on the assessment of the potential and challenges of Agribusiness marketing in Ethiopia, the case Fruits and Vegetables Marketing in Addis Ababa Region: Focusing on (ET-FRUIT,). In this study success related to those key factor that will help agribusiness market in case fruits and vegetable market firms in Addis Ababa. thus the researcher would like to invite you who are in a position to provide valuable information which will help the researcher to achieve the desired fulfillment of the research in progress. Thus, the return of the survey from will construct your consent to participate in the study. Thank you for sharing your golden time

.

**Sincerely :-**
**Tesfanesh W/Mariam**
**Email:- tesfumba@gmail.com**
**Tel :- +251932765354**

**Respondent profile**

Select an appropriate answer from the given alternatives and put a think (v) for other questions

1. Gender: 1. ☐ Male 2. ☐ Female
2. Educational Background:
   1. ☐ below 12 2. ☐ ertificate 3. ☐ diploma 4. ☐ degree
   5. ☐ masters and above
3. Age group (in year):
   1. ☐ 20-30 2. ☐ 30-40 3. ☐ 40-50 4. ☐ Above 50

4. Work experience of respondents
   1. ☐ 0-5 years 2. ☐ 6-10 3. ☐ 11-15 4. ☐ 16 and above

**II content questioner**

**Part 1 Questioners for Et-fruit Company Managers**

Please provide your answers on your own words.

1. What are the opportunities for marketing of fruits and vegetable?
2. . What are their most critical challenges affecting market performance of fruits and vegetables in the study area? What are these challenges?

3. Is there any problem with market chain activity of fruits and vegetables market?
   1. ☐ Yes 2. ☐ No
4. Explain your answer for **Q #3 Above**

_____
_____
_____

5. How can solve the problem of commercial value chain of fruits and vegetables market?
6. Do you think that the current infrastructure development has comparative advantage to fruits and vegetable marketing?

1. ☐ yes 2. ☐ No
7. explain your answer for **Q #6 Above**

_____
_____

8.Do you think that the current financial environment has relative benefit to fruits and vegetables marketing or business?

1. ☐ Yes 2. ☐ No

9. Explain your answer for **Q #8Above**

_____

_____

_____

10. What major benefits have you recognized from the establishment of Et-fruit?

_____

_____

_____

**Part 2 Questionnaires for employee of Ethiopia fruits and vegetables marketing share company.**

**Market practice**

1. Are there entry barriers in fruits and vegetable trading? 1.☐ Yes 2. ☐

2. If your answer to **Q.1** is yes, what are the reasons? 1. ☐Capital 2. ☐Information collusion

3 ☐ Administrative problems 4. ☐ Stiff competition with unlicensed traders

5. ☐ All of above 6. if Others specify_____

**Purchase practice**

3. Are all your purchasing centers accessible to vehicles?

1. ☐ Yes 2. ☐ No

**Selling Practices**

4. Does the company provide price discount?

1. ☐ Yes 2. ☐ No

5. Have you made the promotion to the company to initiated customer?

1. ☐ Yes 2. ☐ No

6. if the company product available near or neighborhood (the area near to a particular place) to your customer? 1. ☐ Strongly disagree 2. ☐Disagree 3. ☐Neutral 4. ☐gree

5. ☐ Strongly agree

**Part C Questionnaires FOR Wholesalers**

1. From where do you bring these fruits and vegetables?

1. ☐ From large land holder/ producers 2 ☐ from small land holder/producers
3. ☐ From fruits and vegetables cooperatives from other traders 4. ☐ From other trader
5. ☐ All 6. If others specify_____

2. Who are your customer?

1. ☐ Business /hotels, restaurants, cafe etc. 2 ☐ retailers
3. ☐ Gov't institution/universities, military, household etc. 4. ☐ All of above
5. If others specify----------

3. What is Time of transportation: 1. ☐ Early Morning 2. ☐ Day Time 3. ☐ Night time.
4. What kind of packaging method is used during transport?
1. ☐ Sack 2. ☐ Wood box 3. ☐ Metal 4. ☐ Plastic Crate
5. For how many days do you store the produce before it is sold to your customers?
1. ☐ Less than 1 2. ☐ day1- 2 days 3. ☐ More than 2 days
4. if others you specify
6. To whom do you sale your produce directly?
1. ☐ Retailers 2. ☐ ' Guilt' 3. ☐ Consumers 4. ☐ All of above
4. if others you specify _____
7.During storage at wholesale level (observational): ventilation for the product is Ventilation:
1. ☐ Good 2. ☐ Medium 3. ☐ Poor
8. During storage at wholesale level Shelter for the product is:
1. ☐ Sufficient shelter 2. ☐ Poor shelter 3. ☐ No Shelter
9., during loading/unloading and Mechanical damage of the product is: -
1. ☐ Significant 2. ☐ Not significant
10. During storage at wholesale level Loss due to pests: 1. ☐ Significant 2. ☐ Not significant
11. How often Price Information obtain: 1. ☐ Daily 2. ☐ Weekly 3. ☐ Monthly

12. Source of Price Information: 1. ☐ Other farmers 2. ☐ Collectors 3. ☐ Retailers
4. ☐ TV/Radio 5. if others specify_____

**Part D Questionnaires retailers**

1. From where do you bring these fruits and vegetables?

1. From large land holder/ producers 2. ☐ from small land holder/producers
3. ☐ From fruits and vegetables cooperatives from other traders 4. ☐ From other trader
5. ☐ All 6. If others specify_____
2. Who are your customer? 1. ☐ Business /hotels, restaurants, cafe etc. 2. ☐ gullit
3. ☐ Gov't institution/universities, military etc.- household 4. ☐ All of above

5. If others specify----------

3. What is Time of transportation: 1. ☐ Early Morning 2. ☐ Day Time 3. ☐ Nighttime.

4. What kind of packaging method is used during transport?

1. ☐ Sack 2. ☐ Wood box 3. ☐ Metal 4. ☐ Plastic Crate

5. For how many days do you store the produce before it is sold to your customers?

1. ☐ Less than 1 2. ☐ day1- 2 days 3. ☐ More than 2 days

4. if others you specify _____

6. To whom do you sale your produce directly?

1. ☐ 'Gulit' 2. ☐ Consumers 3. ☐ both of them

4. if others you specify _____

7. During storage at retailer‟s level (observational): ventilation for the product is Ventilation:

1. ☐ Good 2. ☐ Medium 3. ☐ Poor

8. During storage at retailer‟s level Shelter for the product is:

1. ☐ Sufficient shelter 2. ☐ Poor shelter 3. ☐ No Shelter

9. during loading/unloading and Mechanical damage of the product is: -

1. ☐ Significant 2. ☐ Not significant

10. During storage at retailer‟s level Loss due to pests:

A. ☐ Significant B. ☐ Not significant

11. How often Price Information obtain: 1. ☐ Daily 2. ☐ Weekly 3. ☐ Monthly

12 Source of Price Information: 1. ☐ Wholesalers 2. ☐ Other farmers 3. ☐ Collectors 4. ☐ TV/Radio 5. if others specify_____

## Appendix-2 Amharic Questioners

**አዲስ አበባ ዩንቨርስቲ**

**የቢዝነስና ኢኮኖሚክስ ኮሌጅ**

**በማነጅመንት ትምህርት ክፍል**

**በቢዝነስ አስተዳደር ማስተር ፕሮግራ**

**ውድ ተሳታፊ፡- ሥሜ ተስፋነሽ ወ/ማርያም ይባላል የአዲስ አበባ ዩንቨረሲቲ የቢዝነስ አስተዳደር የማስተርስ ተማሪ ስሆን የመመረቅያ ጥናቱ በግብርና ቢዝነስ ግብይት በኢትዮጵያ ላይ ያለዉ አቅምና ችግሮች በተለይ በትኩረት በፍራፍሬና አትክልት ግብይት ላይ ጥናት የምደረግበት ቦታ የኢትዮጵያ ፍላፍሬና አትክልት ግብይት አክስዮን ድርጅት (ኢትፍሩት) ላይ ሲሆን አሁን ጥናቴን እየሰራዉ እገኛለሁ፡፡ መተይቁ የተዘጋጀዉ የመጀመርያ ደረጃ መረጃ ተሰብስቦ የጥናቱን ጽሁፍ ለመግለጽ ተብሎ ነዉ፡፡**

**በመጀመሪያ ፈቃደኛ ስለሆኑና በቅንነት መጠይቁን ስለሞሉ እጅግ በጣም ላመሰግን እወዳለሁ!! ለተዘጋጀው መጠይቅ ትክክለኛውን መልስ በመመለስ ጥናቱ ላይ አስተዋጽኦ እንዲያደርጉ ዘንድ በትህትና እጠይቃለሁ፡፡ጥናቱ የተፈለገዉ ለትምርታዊ ጉዳይ ብቻ ነዉ መረጃዉ በሚስጥር የሚጠበቅና ዋስትና ያለዉ ነዉ እና ሥም መጻፍ አስፈላጊ አይደለም፡፡ ወርቅ የሆነው ግዜዎን ስለካፈሉና ስለ መልካም ምላሽዎ አመሰግናለሁ፡፡**

**በታላቅ አክብሮት**

**ተስፋነሽ ወ/ማርያም**

**ኢ-ሜይል** tesfumba@gmail.com

**ስልክ፡-** +251932765354

አባክዎት መልስ ሲመልሱ በምርጫ ላይ ለቀረቡት ሳጥኖች የ √ ምልክት በማድረግ ለሌሎቹ ጥያቄዎች በራስዎ ቃላት አገላለጽ መልስዎን ይመልሱ፡

## I. የግል ሁኔታ

| ተ.ቁ | ጥያቄዎች | ምላሽ |
|---|---|---|
| 1. | ፆታ | 1. ☐ ወንድ 2. ☐ ሴት |
| 2. | እድሜ | ሀ. ☐ ከ 20 በታች ለ ☐ ከ 20-30<br>ሐ) ☐ ከ30-40 መ) ☐ 40-50 ሠ) ☐ ከ 50 በላይ |
| 3. | የትምህርት ደረጃ | ሀ) ☐ ከ 12ኛ ክፍል በታች ለ): ☐ ሰርተፍኬት<br>ሐ): ☐ ዲፕሎማ መ): ☐ ዲግሪ<br>ሠ) ☐ ማስተርስ ዲግሪ እና ከዚያ በላይ |
| 5. | የስራ ልምዶ በግብይት ወይም በቢሮ | ሀ. ☐ ከ 0-5 ለ ☐ ከ 6-10<br>ሐ) ☐ ከ11-16 መ) ☐ 16 እና ከዚያበላይ |

## II የጥናት መጠይቅ

እባክዎ ለመጠይቁ ተገቢውን መልስ በመምረጥ አማራጭ ውስጥ በቀረበው ሳጥን የ √ ምልክት በማድረግና ለሌሎች ጥያቄዎች በራስዎ ቃላት አገላለጽ ተገቢውን መልስ ይጻፉ፡፡

**መጠይቅ ለኢትፍሩት ድርጅት ስራ አስኪያጆች**

1. አሁን ላይ በፍራፍሬና በአትክልት ግብይት እንቅስቃሴ ምንም አይነት ምቹ አጋጣሚ አለ ብሎ ያስባሉ? _____
2. ጥናት በሚደረግበት ቦታ ላይ (ኢትፍሩት) የፍራፍሬና የአትክልት ግብይት አፈጻጸም ላይ ተጽእኖ የሚያመጣና አሳሳቢ ችግር አለ ወይ? ካለ ምን አይነት ችግር? _____
   _____
3. በፍራፍሬና በአትክልት ንግድ ወቅት ግብይት ትስስር እንቅስቃሴ ችግር አለ ብለው ያስባሉ?
   ሀ) ☐ አዎ ለ) ☐ አይደለም

4. መልስዎ በጥያቄ ቁጥር 3 አዎ ከሆነ ችግሮቹን ይግለጹ? _____

_____

5. የአትክልትና ፍራፍሬ የንግድ ትስስር ችግር እንዴት መቅረፍ ይቻላል? _____

_____

6. አሁን ላይ ያለው የመሰረተ ልማት እድገት ለፍራፍሬና አትክልት ግብይት አንጻራዊ ጥቅም ይኖራል ብሎ ያስባሉ?

   ሀ. ☐ አዎ  ለ/ ☐ አይደለም

7. ለጥያቄ ቁጥር 6 ለሰጡት መልስ ምክንያትዎን ይግለጹ

   _____

   _____

8. አሁን ላይ ያለው የገንዘብ ወይም የፋይናንስ ነክ አካባቢ ያለው ነገር ለፍራፍሬና አትክልት ግብይት ንጽጽራዊ ጥቅም አለ ብለው ያስባሉ?

   ሀ. ☐ አዎ  ለ/ ☐ አይደለም

9. ለጥያቄ ቁጥር 8 በዝርዝር ምክንያትዎን ያስቀምጡ

   _____

   _____

10. የኢትፍሩት ድርጅት በመቋቋሙ/ በመሰረቱ ምን አይነት ትልቅ ጥቅም ወይም እውቅና ተገኘ? _____

## መጠይቅ ለኢትፍሩት ድርጅት ሠራተኞች

### I. የግብይት እንቅስቃሴን በተመለከተ

1. በፍራፍሬና አትክልት ንግድ ላይ ለመግባት መሰናክሎች አሉ ወይ
   ሀ) ☐ አዎ ለ) ☐ አይደለም

2. መልስዎ ለጥያቄ ቁጥር 1 አዎ ከሆነ ምክንያቱ ምንድን ነው?
   ሀ) ☐ ካፒታል ለ) ☐ የመረጃ መለዋወጥ ሐ) ☐ የአስተዳደር ችግር
   መ) ☐ ፍቃድ የሌላቸው ነጋዴዎች ጋር ያለዉ ግትር ያለ ውድድር
   ሠ) ሌላ ካለ ይግለጹ _____

### I. <u>የግዥ እንቅስቃሴን በተመለከተ</u>

3. የግዥ ማዕከል ለተሸከርካር ምቹ ነው ብለው ያስባሉ?
   ሀ) ☐ አዎ ለ) ☐ አይደለም

### II. ሽያጭን በተመለከተ

4. ድርጅቱ ለ ገዢዎች የዋጋ ቅናሽ alew ወይ?
   ሀ) ☐ አዎ ለ) ☐ አያደርግም

5. ደንበኛ ለመሳብ በድርጅቱ ማስታወቂያ ይሰራል ወይ?
   ሀ) ☐ አዎ ለ) ☐ አይደለም

6. የድርጅቱ ምርት ያለበት ቦታ ለገዢዎች ይቀርባል ወይ?
   ሀ) ☐ በጣም አልስማማም ለ) ☐ አልስማማም ሐ. ☐ በመጠኑ
   መ. ☐ እስማማለሁ ሠ. ☐ በጣም እስማማለሁ

## <u>መጠይቅ ለጅምላ አከፋፋይ (ኢትፍሩት ነጋዴ</u>

1. አትክልትና ፍራፍሬ ከየት ነው የምታገኙት
   ሀ) ☐ ከሰፊ መሬት ባለቤት አምራቾች ለ) ☐ ከትንሽ መሬት ባለቤት አምራቾች
   ሐ) ☐ ከአትክልትና ፍራፍሬ የጎብረት ሥራ ማህበራት
   መ) ☐ ከሌሎች ነጋዴዎች ሠ) ☐ ከሌላ ቦታ
2. ደንበኛዎ ማን ነው?
   ሀ) ☐ ቢዝነስ (ሆቴል፣ ሬስቶራንት፣ ካፌ ወዘተ ለ) ☐ የችርቻሮ ነጋዴ
   ሐ) ☐ የመንግስት ተቋማት (ዩኒቨርሲቲ፣ የጦር ሀይሎች
   መ) ☐ ለቤት ውስጥ ፍጆታ ሠ) ሌሎች _____
3. ምርቱ የሚንገዝበት ሰዓት?
   ሀ) ☐ በጠዋት ለ) ☐ ቀን ሐ) ☐ ማታ

4. ምርቱ በሚንጓጓዝበት ወቅት ምን አይነት ጭነት ዘዴ ነው የምትጠቀሙት?

ሀ) ☐ በከረጢት ለ) ☐ የእንጨት ሳጥን

ሐ) ☐ ከብረት በተሰራ ሳጥን መ) ☐ የፕላስቲክ ሳጥን በመጠቀም

5. ምርትዎ ለደንበኛ ከመሸጡ በፊት መጋዘን ምን ያክል ቀን ይቆያል?

ሀ) ☐ ለአንድ ቀን ብቻ ለ) ☐ከ1-2 ቀን ሐ) ☐ ከሁለት ቀን በላይ

6. ምርትዎን በቀጥታ ለማን ነው የሚሸጡት?

ሀ) ☐ ለቸርቻሪ ለ) ☐ ለጉሊት ሐ) ☐ ለተጠቃሚ

7. በጅምላ / ማከካከፈያ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት ማናፈሻው እንዴት ነው?

ሀ ☐ ጥሩ ነው ለ) ☐ መካከለኛ ነው ሐ) ☐ ጥሩ አይደለም

8. በጅምላ ወይም ማከካከፈያ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት መጠለያውስ፡-

ሀ) ☐በቂ ነው ለ) ☐ በቂ አይደለም ሐ) ☐ መጠለያ የለም

9. በጅምላ ወይም ማከካከፈያ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት የምርት መጨፍለቅ/ ጉዳት/መበላሸት በሚጫንበትና በሚወርደበት ሰዓት

ሀ) ☐ብዙ ነው ለ) ☐ ብዙ አይደለም

10.በጅምላ ወይም ማከካከፈያ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት በተባይ ምክንያት የምርት ኪሳራ ያጋጥማል ወይ?

ሀ.☐ብዙ ነው ለ.☐ ብዙ አይደለም

11.ግንኙነት ወይም የመረጃ መለዋወጥን በተመለከተ የዋጋ መረጃ የሚገኘው በየስንት ጊዜ ነው?

ሀ) ☐ በየቀኑ ነው ለ) ☐ በየሰዓቱ ነው ሐ) ☐ በየወሩ ነው

12.የዋጋ መረጃ ምንጭ በተመለከተ:-

ሀ) ☐ ሌላ አምራች ለ) ☐ ሰብሳቢ

ሐ) ☐ ቸርቻሪ መ) ☐ ቴሌቪዥን ወይም ሬዲዮ ሠ. ሌላ_____

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## መጠይቅ ለቸርቻሪ አከፋፋይ (ኢትፍሩት ነጋዴ)

1. አትክልትና ፍራፍሬ ከየት ነው የምታገኙት

ሀ) ☐ ከሰፊ መሬት ባለቤት አምራቾች ለ) ☐ ከትንሽ መሬት ባለቤት አምራቾች

ሐ) ☐ ከአትክልትና ፍራፍሬ የጎብረት ሥራ ማህበራት

መ) ☐ ከሌሎች ነጋዴዎች ሠ. ☐ ከሌላ ቦታ

2. ደንበኛዎ ማን ነው?

ሀ) ☐ ቢዝነስ (ሆቴል፣ ሬስቶራንት፣ ካፌ ወዘተ

ለ) ☐ የመንግስት ተቋማት (ዩኒቨርሲቲ፣ የጦር ሀይሎች

ሐ) ☐ለቤት ውስጥ ፍጆታ መ) ሌሎች _____

3. ምርቱ የሚጓጓዝበት ሰዓት?

ሀ) ☐ በጠዋት ለ) ☐ ቀን ሐ) ☐ ማታ

4. ምርቱ በሚጓጓዝበት ወቅት ምን አይነት ጭነት ዘዴ ነው የምትጠቀሙት?

ሀ) ☐ በከረጢት ለ) ☐ የእንጨት ሳጥን

ሐ) ☐ ከብረት በተሰራ ሳጥን መ) ☐ ፕላስቲክ ሳጥን በመጠቀም

5. ምርትዎ ለደንበኛ ከመሸጡ በፊት መጋዘን ምን ያክል ቀን ይቆያል?

ሀ) ☐ ለአንድ ቀን ብቻ ለ) ☐ ከ1-2 ቀን ሐ) ☐ ከሁለት ቀን በላይ

6. ምርትዎን በቀጥታ ለማን ነው የሚሸጡት?

ሀ) ☐ ለጉሊት ለ) ☐ ለተጠቃሚ h. h& l

7. በ ቸርቻሮ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት ማናፈሻው እንዴት ነው?

ሀ) ☐ ጥሩ ነው ለ) ☐ መካከለኛ ነው ሐ) ☐ ጥሩ አይደለም

8. በበ ቸርቻሮ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት መጠለያውስ፡-

ሀ) ☐ በቂ ነው ለ) ☐ በቂ አይደለም ሐ) ☐ መጠለያ የለም

9. በቸርቻሮ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት የምርት መጨፍለቅ/ ጉዳት/መበላሸት በሚጫንበትና በሚወርደበት ሰዓት

ሀ) ☐ ብዙ ነው ለ) ☐ ብዙ አይደለም

10. በ ቸርቻሮ ድርጅት ላይ ምርቱ በሚቆይበት ወቅት በተባይ ምክንያት የምርት ኪሳራ ያጋጥማል ወይ?

ሀ. ☐ ብዙ ነው ለ. ☐ ብዙ አይደለም

11. ግንኙነት ወይም የመረጃ መለዋወጥን በተመለከተ የዋጋ መረጃ የሚገኘው በየስንት ጊዜ ነው?

ሀ) ☐ በየቀኑ ነው ለ) ☐ በየሰዓቱ ነው ሐ) ☐ በየወሩ ነው

12. የዋጋ መረጃ ምንጭ በተመለከተ:- ሀ. ☐ ጅምላ አካፋፋይ ለ) ☐ ሌላ አምራች

ሐ) ሰብሳቢ

መ) ☐ ቲቪ/ሬዲዮ ሠ. ☐ ሌላ_____