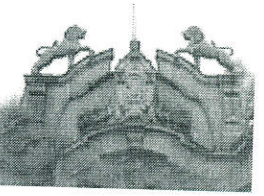


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**CUSTOMERS' PERCEPTION OF ETHIOPIAN
TELECOMMUNICATIONS CORPORATION'S MARKETING
COMMUNICATION PRACTICES: THE CASE OF ADDIS
ABABA**

BY

AMARE BASAZENEW

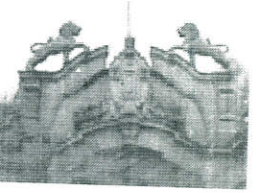


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**BY
AMARE BASAZENEW**



ADVISOR: ATO GETACHEW YOSEPH

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
ADDIS ABEBA UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ART IN
MARKETING MANAGEMENT EDUCATION**

**MAY 2011
ADDIS ABABA**

**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
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BY:- AMARE BASAZENEW

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Letter of Certification

This is to certify that Amare Basazenew carried out his project on the topic entitled "Customers' Perception of Ethiopian Telecommunications Corporation's Marketing Communication Practices: The Case of Addis Ababa". This work is his own and is suitable for submission for the award of Marketing of Marketing Management Education.

Ato Getachew Yoseph
(The Research Advisor)

Declaration

I, Amare Basazeneu declare that this research entitled “Customers’ Perception of Ethiopian Telecommunications Corporation’s Marketing Communication Practices: The Case of Addis Ababa”, is the outcome of my own effort and study and that all sources of material used for the study have been duly acknowledged. I have produced it independently except for guidance and suggestion of the research Advisor.

This study has not been submitted for any Degree in this university or any other university. It is offered for the partial fulfillment of the Degree of MA in Marketing Management Education.

By: Amare Basazeneu (GSR/1475/02)

Signature: 

Date: 13/06/11

Acknowledgements

First of all, I would like to Almighty God, who is my guider and helper in all walks of my life. Thanks God for making my life simple and interesting.

I would also like to thank my Advisor Ato Getachew Yoseph for his excellent guidance, unrestricted and friendly support to make this thesis real.

Sara, my beloved wife, is my editor, and coordinator. It was your effort too to finish this paper you owe me. I only can say thank you and God bless you!

Table of Contents

Content	Page
Acknowledgements	i
Table of Contents	ii
List of Tables	v
List of Figures	vi
Acronyms	vii
Abstract	viii
CHAPTER ONE	
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Brief background of telecommunication in Ethiopia	3
1.1.2 Future plan	6
1.2 Statement of the Problems	7
1.3 Objective of the Study	9
1.3.1 General objective of the study	9
1.4 Scope of the Study	9
1.5 Expected Contribution from the Study	10
1.6 Methodology and Source of Data	10
1.7 Limitation of the Study	10
1.8 Organization of the Study	11
CHAPTER TWO	
2. REVIEW OF THE RELATED LITERATURE	12
2.1 Introduction	12
2.2 Concepts and Challenges of Communication in Global Market	14
2.3 Definition and Importance of Marketing Communication Channel	15
2.3.1 Definition of marketing communication	15
2.3.2 Importance of marketing communication channels	15
2.4 Integrated Marketing Communication and Success	17
2.5 Effective Communication practices	17

2.6 Marketing versus Communication Objectives.....	18
2.7 Promotional and Marketing Planning	19
2.7.1 Internal analysis of promotional plan	19
2.7.2 External analysis of promotional plan	20
2.8 Definition and Objectives of Advertising	20
2.8.1 Definition of advertising	20
2.8.2 Objectives of advertising	20
2.9 Major Decisions in Advertising	22
2.9.1 Setting advertising objectives	22
2.9.2 Setting the advertising budget.....	23
2.9.3 Determine the key advertising message.....	23
2.9.4 Deciding which advertising media to use.....	23
2.9.5 Evaluating the results of advertising campaign	23
2.10 Advertising Components	24
2.12 Advertising Strategy.....	26
2.13 Definition and Objective of Personal Selling	26
2.13.1 Definition of Personal Selling	26
2.13.2 Objective of Personal Selling	27
2.14 Processes of Personal Selling	27
2.15 Role of Personal Selling.....	29
2.16 Pros and Cons of Personal Selling	30
2.16.1 Advantages of personal selling	31
2.16.2 Disadvantage of personal selling	31
2.17 Combining Personal Selling and Advertising	32
2.17.1 Evaluation of Advertising and Personal Selling.....	32

CHAPTER THREE

RESEARCH METHODOLOGY	34
3. Research Methodology	34
3.1 Research Methods	34
3.2 Research Instrument	34
3.3 Population	35

3.4 Sample Size	35
3.5 Sampling Technique	35
3.6 Types of Data Collected.....	36
3.7 Data Analysis Approach.....	36
3.8 Theoretical Framework	37
3.9 Data Collection Procedure.....	38
3.10 Data Analysis and Interpretation	39
CHAPTER FOUR	
ANALYSIS	40
4.1 Respondent's Characteristics.....	40
4.2 Reflection of Marketing Communication Channel.....	42
4.3 Personal Selling as Communication Tool with Customers.....	46
4.4 Message content precise, short and convincing.....	48
4.7 Diversification of Communication Channel	52
CHAPTER FIVE	
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION	55
5.1 Summary of Findings and Conclusions.....	55
5.2 Recommendations	58
Reference	62
Appendix-I	64
Appendix-II	65
Appendix-III	66
Appendix-IV	67

List of Tables

	Page
Table 1 Respondents' characteristics frequency statistics	64
Table 2 Reflection on marketing communication channel.....	65
Table 3 Personal selling as communication tool with customers.....	66
Table 4 Message content precise, short and convincing.....	67
Table 5 Diversification of communication channel	52

List of Figures

Page

Figure 1: Feedback effect of the message	18
Figure 2: Major decision in advertising (Five M's)	24
Figure 3: Personal selling process	29

Acronyms

Ad	Advertising (Advertisement)
CPA	Cost Per Action
ETC	Ethiopian Telecommunication Corporation
MCC	Marketing Communication Channels
SBU	Strategic Business Unit
SPSS	Statistical Package for Social Sciences
IMC	Integrated Marketing Communication

Abstract

Creating effective communication with customers is the most important aspect of service marketing. Today we still have poor understanding of the role of effective communication with customers in attracting and monitoring prospect and present customers. This research project evaluates the effectiveness of advertising campaign and personal selling practices of Ethiopian Telecommunication Corporation (ETC) with the aim of finding solution to improve the existing communication and customer satisfaction. A sample of 400 respondents was selected in terms of service type determined by stratified sampling. Among which, 373 responded. The data collected from 373 respondents was analyzed based on predetermined rating factors and expected result of performances. The findings of the analysis reveal that ETC's advertising and personal selling indicated average performance in providing information, creating awareness, and building company image and enforcing brand loyalty. The findings also show lack of integration between advertising and personal selling. The research project finally recommended some corrective measures to overcome the problems of existing marketing communication system in general and advertising campaign and personal selling in particular.

CHAPTER ONE

INTRODUCTION

This Chapter presents an overview of the entire thesis. It covers the background of the study, background and status of telecommunication in Ethiopia, statement of the problem, research question, objective of the study, scope of the study, expected contribution from study, and limitation of the study.

1.1 Background of the Study

An organization exists to fulfill a certain mission for an extended period of time. In order to exist in the business for a long period of time, an organization must look for effective and efficient way of doing business activities to achieve organizational objectives. At present, due to environmental dynamism and competitiveness, the struggle for survival and succeeding in the business has become more difficult and challenging (Rajasekhara Mouly. P, 2008).

The growth trend and nature of service industry with the competitive environment has brought several and special problems for service marketing. Since service encounters are complex and multiple factors affect interactions, organizations have to adopt holistic marketing strategy and consistently apply it to deal with these problems.

Holistic marketing approach for services requires external marketing, which deals with interaction of the company as whole with the customers in terms of company product, price, distribution channels and promotional activities. Internal marketing is also desired to deal with the interaction of the company frontline employees with customers in terms of understanding and solving customers' problem attentively (Lancaster and Reynolds, 2004).

One of the four P's of marketing mix is promotion. Organizations have to communicate with their existing and potential customers about what they are

doing. Promotion (marketing communication) is very important and at the same time challenging in the service sector as the nature of services is characterized by the intangibility of the service product, which is at the same time decisive to demonstrate the value of product for customers. Thus, communicating and convincing of customers to buy service product is by far more challenging with than selling manufacturing products. Generally, taking into account the nature of service industry, the challenges it poses to organizations and the need to follow a holistic marketing approach to effectively interact with customers underlines the importance and significance of marketing communication activities.

Organizations perform their promotional activities using different marketing communication channels. Successful marketing communication relies on a combination of options, called the promotional mix. The major marketing communication channels (promotional mix) are advertising, personal selling, sales promotion, direct marketing and public relation. Currently, organizations use internet as another communication channel to reach customers.

The promotional mix elements generally represent two categorizes of communication. Personal selling and direct marketing are focusing on personal or face-to-face communication whereas advertising, sales promotion and public relations are focusing on non-personal or mass communication. Though, it would be wise and important to use all these promotional mix elements interchangeably in an integrated way to reach different types of audiences, the significance of personal selling and advertising in terms of their investment requirement, audience coverage, effort required and challenges is paramount. Therefore, needless to say, it follows that evaluating and improving the effectiveness of marketing communication practices elements in general, advertising and personal selling in particular is at the heart of providing quality service for customers.

Generally, advertising has the potential to inform in mass present and prospective consumers about the goods and services of the company and appeal to them to visit the company's manufacturing and/or distribution centers for future information and making purchase decision. Personal selling, in turn, has potential and opportunity to persuade those who can come to the company's office with background information about the product from the company advertisement by responding to customers' questions and inquiries about the product.

Kotler and Keller (2006) argued that advertising brings the horse and personal selling helps to ride it to desire destination. This is due to the fact that having effective advertising and personal selling communication practices are the heat of the company to provide quality services to customers. It is with this intention that this research is designed and conducted to assess the communication effectiveness of advertising programs and personal selling practices of Ethiopia Telecommunication Corporation (ETC).

1.1.1 Brief background of telecommunication in Ethiopia

Established over a century ago, the Ethiopian Telecommunications Corporation (ETC) is the oldest public telecommunication operator (PTO) in Africa. Although initially private, the company was placed under government control at the beginning of the twentieth century, and was later brought under the control of the Ministry of Post and Communications. In 1952, telecommunication services were separated from the postal administration, and fell under the Ministry of Transport and Communications.

The Imperial Telecommunications Board, which became the Ethiopian Telecommunications Authority in 1981, was placed in charge of both the operation and regulation of telecommunication services. In 1996, in the wake of the market reforms, the Government created a new separate regulatory body by Proclamation 49/1996, establishing the Ethiopian Telecommunication Agency

(ETA), which has the objective of promoting the development of “high quality, efficient, reliable and affordable telecommunication services”.

The same year, by Regulation 10/1996, the Council of Ministers set up the Ethiopian Telecommunications Corporation (ETC), to which all the rights and obligations of the former Ethiopian Telecommunication Authority were transferred. ETC would operate as a public enterprise under the authority/supervision of the ETA, with the principal duty of maintaining and expanding telecommunication services in the country and providing domestic and international telephone, telex, telefax and other communication services. In this respect, it is currently deemed by the Regulation to be the only operator of any telecommunication related services, including the provision of Internet and Public Phones (ITU, 2002). Now by regulation number 197/2010, the Council of Ministers has set up the Ethio telecom company (ET), to which all the rights and delegation of Ethiopian Telecommunication corporation have been transferred. The former ETC has changed in to ethio telecom (ET) after the researcher has started conducting his study.

The current Ethiopian government has made the development of information and communications technology (ICT) one of its strategic priorities. This ICT policy is a demonstration of its commitment to the development of ICT both as an industry and as a leverage for socio-economic transformation. The policy stems from the recognition by the government that ICT as the key driver and facilitator for transforming Ethiopia’s predominantly subsistence-agriculture economy and society into an information and knowledge-based economy and society, effectively integrated into the global economy (www.ethionet.et).

Currently (As at October 20, 2010), Ethiopian Telecommunication Corporation (ETC) has more than 13,222 permanent employees and serves its customers with 13 regional and 6 zonal operation offices. ETC has more than 864,465 fixed line, mobile 9,477,264, internet 69,379 and DDN (Digital Data Network) 2,541.

The marketing activities of the corporation are organized at department level for two different divisions that is residential marketing department and enterprise marketing department. The sales people of ETC are working under regional and zonal offices, which are responsible to direct channel and indirect channel section. The advertising and other promotional activates are handled by Project management office via public relation section.

Among these services, the mobile wing, since its establishment in April 1999, has been growing very fast, and the number of mobile subscribers surpasses the fixed-line telephone customers of ETC. The mobile service complements fixed-line services by adding value for customers with mobility, flexibility features and at the same time supporting international roaming allowing users to cross borders and continue to use their telephones. In addition to this, 2nd generation mobile network has brought a simple but popular application called SMS. This allows text messages to be sent and received.

Moreover, the existing network infrastructure and capacity also enables ETC to give the 3rd generation network application; namely-General Package Radio Service (GPRS) (ethio telecom has currently upgraded its network capacity to third generation but the full application is not yet launched). GPRS involves a packet based air interface on the existing circuit switched GSM network by providing users with packet data services. It is dominant in nearly 100 countries, including most European countries.

GPRS appeal to a broad base of mobile subscribers by providing a wide range of applications, like Communication (e-mail, /intranet access), value added services (information system, games), E-commerce... etc. On the other hand, it is also very important to broaden the revenue spectrum for an operator like ETC. That is, it averts a progressive decline of consumption per line as customers number grow by incorporating new subscribers who are more concerned about the cost of the network.

As it is clearly seen in developing countries, which is quite true in Ethiopia, instead of waiting for years for a fixed line service, and sometimes paying high line installation fees, the population prefer to subscribe for a mobile connection on demand and need only to pay for the SIM card that activates their handset. So it is very important to utilize this communication sector for further upgrade (ETC's strategic plan, 2009 and GPRS updated, 2006).

1.1.2 Future plan

The government has envisioned of establishing a “vigorous, cogent and competent” internationally recognized World-class ICT infrastructure and new telecom service provide. In order to achieve the establishment of the “**World-class New Telecom Company**”, the government, through the Ethiopian Telecommunications Corporation, has formed and financed a Transformation Program Office (TPO), which is tasked to go through a series of transformation and development programs.

The basis for the corporate transformation efforts and creation of new entity is the existing services and facilities of ETC and the level of the existing customer satisfaction and expectation vis-à-vis the overall development goals and envisaged business mission of the government of the Federal Democratic Republic of Ethiopia (FDRE)

Transformation Program Office (TPO) and the Project Coordination and Supervision Office (PCSO) were established to facilitate creation of new company, implementation of transformation processes and manage the vendor financed projects. TPO and PCSO are the main interventions meant for a radical corporate transformation program, creation of a “**New Telecom Company**” being the main purpose, which has farreaching implications on the country's capacity in the expansion of new and existing telecom services and infrastructure with World class speed, efficiency and quality.

In light of the overall goal of creating a ‘New World Class Telecom Company’, the Ethiopian Government has embarked on three initiatives. These are to:

1. Create a “New World Class Telecom Company” with industry standard businesses processes; inspite of the fact that this initiative of ET is beneficial to nation, it requires huge capital and skilled manpower for its success.
2. Introduce state of the art ICT- infrastructure, well-matched to industry standard processes, across the nation to support voice, data and video services that is reliable, secure and available at affordable prices; and the successful implementation of this initiative will help ET to diversify it services among different stick holders.
3. Train and develop the workforce to manage the operations of the “New World Class Company” enable the company to enhance and facilitate the objectives of the company Proposal for TPO and PCSO, 2009)

Now the planned work is in progress. The government has also recently entered into management contract with “French Telecom”.

1.2 Statement of the Problems

Any investment has to bring some return for its investor. Evaluating the effectiveness of a particular investment helps organizations to realize whether their investment is worthy or not. Investment on advertising campaign and sales force takes a major share of organizations’ investment for marketing activities. As it is already said, evaluating the effectiveness of company’s investment on its marketing activities in general and advertising programs and sales force in particular helps to identify drawbacks of the existing marketing practices and make necessary corrective actions to improve effectiveness and efficiency of marketing activities.

Measurement (evaluation) of advertising campaign effectiveness is one of the five major decisions in effective advertising programme. Advertising effectiveness can be measured broadly in terms of its communication effects and sales effects. Evaluation of advertising effectiveness in terms of communication effects can be done by assessing how the advertisement affected or influenced the behavior of consumers in creating awareness, changing attitude, providing information, making purchasing decision by conducting consumers and opinion survey.

The evaluation of advertising in terms of communication effects can be done before or after the advertisement (AD) is printed or broadcast. It is possible to evaluate advertising effectiveness in terms of sales affect by comparing company sales before and after. In addition to that, personal selling need to be more effective for the organization like the Ethiopian Telecommunication Corporation (ETC). As the nature of the service sector is characterized a high intangibility of the service program, it is more challenging to convince customer in order to buy service product.

In view of the above, the main problem of this study is: Are the existing marketing communication practices effectiveness and efficiency of the Corporation as a whole? In this context, the main purpose of this study is to assess customers' perception of marketing communication practices, specifically advertising and personal selling in Ethiopian Telecommunication Corporation. The study seeks to answer the following specific research questions.

1. What marketing communication channels ETC used to attract customers?
2. In what ways employees communicate with customers?
3. Is the information transmitted to customers as advertising/personal selling in ETC precise, short, and convincing? and
4. Does the Ethiopian Telecommunication Corporation diversify its communication channels to reach the possible target audience?

1.3 Objective of the Study

1.3.1 General objective of the study

The general objective of the study is:

- To survey customers' perception of marketing communication practices provided by Ethiopian Telecommunications Corporation in Addis Ababa.

1.3.2 Specific objectives of the study

The specific objectives of the study are:

1. To explore the existing marketing communication practices specifically personal selling and advertising in Ethiopian Telecommunication Corporation (Addis Ababa);
2. To examine the advertisement and personal selling practices have affected or influenced the behavior of consumers in creating awareness, changing attitude, providing information, and making purchase decision, and
3. To investigate the effectiveness of personal selling at ETC in ways of handling present and potential customers.

1.4 Scope of the Study

There are a lot of options to assess the effectiveness of the existing marketing communication practices in ETC like, evaluating sales persons' performance by gathering data about the performance of sales persons from different sources, which include sales report, customer survey, personal observation and other sales persons' comments on advertising effectiveness in terms of sales effect and comparing company sales before and after advertising. Due to cost and time constraints, the study is limited to only Addis Ababa, but Ethiopian Telecommunications Corporation is a nationwide corporation. Customers in this study are limited to only individuals, and not institutions who are also consumers of significance in considering marketing communication practices.

1.5 Expected Contribution from the Study

The expected contributions from this study are the following:

1. The study pays attention communicating practices with customers with the aim of providing reliable marketing communication practices of ETC.
2. This study draws attentions of other business organizations in what way to do to effective communication practices with customers in attracting and maintaining prospect and present customers is understood.
3. The study can be used as input for individuals who are interested in the subject to undertake similar as well as in-depth studies.

1.6 Methodology and Source of Data

The research method or strategy used for this study is descriptive survey in order to answer the research questions and gather the opinions of customer to evaluate the effectiveness of marketing communication channels of Ethiopian Telecommunication Corporation. The target population of this study was to only those customers who have telecom services subscribed from Addis Ababa Zonal Offices only.

- ❖ Having the sample of four hundred respondents, the respondents were selected randomly once the total and specific number of subscribers with particular population characteristics in terms of service type is determined by stratified sampling. Both primary and secondary data were used in data were obtained from books, research journals and unpublished materials of Ethiopian telecommunications corporation. The primary data were gathered from questionnaire to have the opinion of customers about their communication with ETC.

1.7 Limitation of the Study

- The study is conducted only on those customers who have currently subscribed in Addis Ababa in order to make the research manageable,

although the Ethiopian Telecommunication Corporation provides nation-wide services.

- The sample size to this study is limited to four hundred respondents, which is relatively small compared to target population this is due to cost and time constraints.
- This study concentrated customers opinion of marketing communication practices specifically on advertising and personal selling only. It is difficult to say whether the existing marketing communication is effective or not because this study does not show the marketing communication practices inline with sales promotion, public relation and direct marketing.

1.8 Organization of the Study

This study tries to assess the effectiveness of ETC's advertising program and personal selling practice in terms of communicating ETC with customers by gathering primary data from customers. The study is divided in five chapters. The first chapter incorporates on introduction consisting of the background, statements of problem, objective, scope and limitation of the study. The second chapter presents theories and previous studies related to the topic (literature review). The third chapter contains research methodology incorporating the type and source of data, sample size, sampling technique and method of data analysis used in this study. Chapter four includes the result and discussion of the study. Finally, chapter five presents summary of findings, conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF THE RELATED LITERATURE

For the sake of completeness and better understanding, an effort has been made to review the relevant literature on theoretical underpinnings of business communications. This chapter incorporates an introduction, concepts and challenges of communication in global market, definition and importance of marketing communication channel, integrated marketing communication and success, effective communication strategy, marketing versus communication objective, promotional and marketing planning, definition and objective of advertising, advertising components, advertising strategy, definition and objective of personal selling, role of personal selling, pros and cons of personal selling, combine personal selling and advertising and finally, evaluation of advertising and personal selling.

2.1 Introduction

The essence of advertising, in combination with personal selling, is to increase sales of product or service. Advertising can improve the company's reputation and help sales people's effort to convince customer buy goods/services of the company. The effective combination of advertising and personal selling will have greater impact in influencing customers' behavior and achieving main objectives of market communication elements (Belch. G and Belch. M., 1990).

To be effective, the promotional strategy must be guided by marketing concepts. That is, it must focus on consumer needs and integrate all the activities of the organization to satisfy the needs. Thus, promotional activity must be consistent with the needs of consumer and integrated with other elements of the marketing

mix and with other non-marketing functional areas of the organization (Engel, Warshaw, and Kinnear. T, 1991).

Thus, it is imperative, especially for a company like Ethiopian Telecommunication Corporation (ETC) that is working under monopoly environment, to integrate two of the most important and widely used marketing communication tools to effectively communicate with customers, i.e. advertising and personal selling.

Having implemented the marketing communications plan which may include all the elements of market communication mix (in the case of this study advertising and personal selling), the company has to measure their impact on the target audience. For instance, one can measure the impact of communication tools in terms of whether the members of the target audiences recognize or recall the message, how many time they saw it, what points they recall, how they considered about the message and their previous and current attitudes towards the quality of servies/ product.

In line with this, all market communication activities are accompanied with marketing strategy to reach the company's goal. According to Govon. N, Eng. R and Galper. M (1986), in all business activities, marketing strategy practices related to advertising and personal selling are used as foundation on which marketing programs are built. It involves allocating resources to meet specified goals. The major decision elements of marketing are selection of the target market and development of the appropriate marketing mix to reach the goals.

However, it is difficult to plan a marketing program without an understanding of an integrated marketing process through personal selling and advertising. Marketing is the end result of a communication activity. A knowledge of the nature of communication can also help the marketer to better understand her or his own organization and a number of marketing management problems which can emerge. Communication can be informative and/or persuasive with the

aim is to have some effect upon changing the attitude or behavior of target audience (Colin J. Coulson. T,1985).

Since the focus of this study is only dealing with two marketing communication elements i.e. advertising and personal selling, it would be in order to narrow the review of literature accordingly.

Different literature and researchers indicate that effective advertising and personal selling influence customers' behavior positively. For example, it was discussed by Foster and Cadogan (2000) that there is a direct relationship between good customers handling by sales people and customers loyalty. It was also discussed by Teng L. Laroche M. Zhuh(2007) that advertising can be determining factor in influencing buying behavior.

2.2 Concepts and Challenges of Communication in Global Market

The way of communicating both within and outside the country will affect performance. The ability to speak and write effectively will also make a difference to different organizations. Developing the right attitude and preparing adequately are crucial to effective communication in the international marketing activities. These qualities will help to be effective in dealing with people outside of the organization. In addition, being flexible in attitude and methods of communicating will help to be effective in dealing with issues within the organization.

No two people in the world are exactly alike, and similarly no two cultures or countries are the same. For example, decision making in Japan is ordinarily slow by western standards. Americans also wonder why Germans are so thorough in their reports, why the French are so polite in letter writing, and why middle eastern businesses are less concerned with time. The reason is that in those cultures, these different attitudes towards the qualities of services are acceptable and appropriate. All these differences, however, can cause problems

in conveying intended meanings (Murphy H., Hildebrandt H., And Thomas J., 1997).

2.3 Definition and Importance of Marketing Communication Channel

2.3.1 Definition of marketing communication

Marketing communication is defined as all strategies, tactics, and activities involved in getting the designed marketing message to intended target markets, regardless of the media used (MacCommwise, 2006). Marketing communication, as defined by Clow, Kenneth. E, and Baack, (2002), is the coordination and integration of all marketing tools, avenues, and sources within a company into seamless programs that maximize the impact on consumers and other end users at a minimal cost.

2.3.2 Importance of marketing communication channels

Successful marketing communication relies on a combination of options called promotional mix. These options include advertising, sales promotions, public relations, direct marketing and personal selling. The need for these communication activities in marketing arises because information gap exists between the companies of items (Goods, services and idea) and potential customers. The consumer needs information to be aware of the existence of alternative products. This information creates information utility so that the consumer can make better choices (Engel.J, Warshaw, M, and Kinnear. T, 1999).

Importance of marketing communication refers to what the firm seeks to accomplish with its promotional programs, often stated in terms of communication effect. Communication objectives may include creating awareness or knowledge about the product and its attributes or benefits, and establishing an image or developing favorable attitude, preference or purchase intention. It should be the guiding force for the development of the overall

promotional strategy and also the development of objectives for each promotional mix areas (Belch G. and Belch M., 1990).

Marketing communication channels (MCC) provide information and consultation that are important components to add value to the product. Since customers need information access and the like to make informed purchase decision, marketing communication channels should aim to provide the necessary information.

Thus, if customers are able to get the necessary information about the product on time and adequately, they may feel that they are buying quality product. This means having good and effective communications channels adds value to the product of the company as customers have confidence on their purchase. As stated by Murphy. H., Hildebrant H, and Thomas. J, (1997), communication channels are used as transmitting and receiving verbal and non-verbal message and considered effective when it achieves the desired reaction or response from the receiver.

With regard to this, Govoni. N, Eng. R, and Galper. M (1986) argued that the flow of information from one party to another is essential for marketing success. Without it, there can no effective transactions among the manufacturer, middle men, and market place. Obviously, buyer cannot purchase a product or services if its existence and its attributes are unknown. Marketing communication channel help organizations not only to inform customers about the existing product but also the new products they are going to introduce into the market or additional features the existing product has offered some modifications.

It is important to note that, marketing communications are very important for any type of organization whether manufacturing or service company. It is vital for service organizations as services are intangible and most of the time customers get it difficult to realize the existence and importance of the service. Thus, the role of marketing communication channels is to minimize customers' doubts and

difficulties to perceive the importance of service rendered by organization. Similarly, marketing communication channel is a vital component of telecom service marketing.

2.4 Integrated Marketing Communication and Success

An integrated marketing communication program is based on the foundation provided by the communication model. Integrated marketing communication is a derivative of promotional mix. There are several promotional mixes that can be used by a single company. Some of these are advertising, personal selling, sales promotion, public relations and direct marketing (Clow, Kenneth. E, and Baack. D, 2002)

Govonin. N, Eng. R, and Galper. M (1986) emphasized that success of the entire promotion campaign is based on coordination of individual promotional activities including advertising to the ultimate purchaser, personal selling toward whole sales, sales promotion in support of retailers, and public relations to build goodwill. Success requires coordination in terms of what to do, whom to contact, and when to contact. With that in mind, the promotion manager must fully understand the processes of information flow.

2.5 Effective Communication practices

Effective communication practices play a significant role in market creation and mutually beneficial exchange between the organization and consumers of goods, services and ideas. Both sides benefit when communication strategy operates properly; and both can get hurt when it is done improperly. Effective communication is something that does not automatically happen. It needs to be carefully planned. An organization must identify the internal and external groups with whom it is or ought to be communicating and decided what messages should be sent along channels to reach them. Message must reflect communication objective and be tailored to the specific needs of each public group. Public targets or audiences are groups having certain common

characteristics with whom an organization is or ought to be communicating. This identification and definition needs great care or the wrong message will be sent by the wrong means to target people (Engel. J, Warshow.M, and Kinnear. T, 1991).

With regard to the above fact, Govooni. N, Eng. R, and Galper. M (1986) indicated that, for any company, communication strategy is used as process of developing and maintaining a communication mix in order to utilize the company's resources to their full potential in a way that is competitively attractive to target markets while contributing to the company's short-run and long-run marketing and organization goals.

Coulson. J and Coulson. T (1985) emphasized that communication strategy is important to know one's audience. It should be segmented and refined if necessary. The more narrowly one's audience is defined the easier it becomes to tailor message and channels.

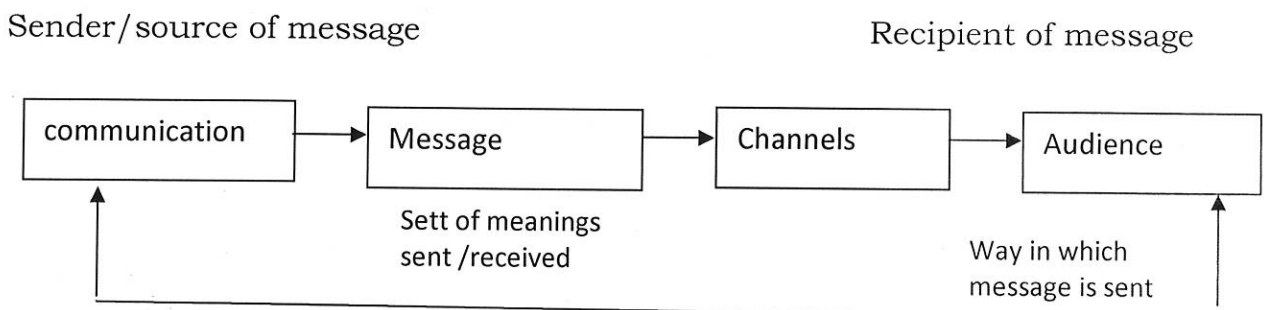


Figure 1: Feedback effect of the message

2.6 Marketing versus Communication Objectives

Marketing objectives are generally stated in the firm's marketing plan and are statements of what is to be accomplished by the overall marketing programme within a given time period. Marketing objectives are usually defined in terms of specific, measurable outcomes such as sales volume, market share, profits, or return on investment. Good marketing objectives should be quantified; include a definition of target market; and note the time frame for accomplishing the goal. Once the advertising or promotional manager has reviewed the marketing plan, it

is easy to understand where the company hopes to go with its marketing programme; how it intends to get there; and the role advertising and promotion will play (Belch.G and Belch.M, 1990).

2.7 Promotional and Marketing Planning

As with any business functions, planning plays a fundamental role in the development and implementing of an effective program. Promotional planning is used to develop the framework for developing, implementing and controlling the organization's promotional program and activities. The goal of the promotional program is to develop an effective program of communication that will help an organization achieve its marketing objectives (Berch. G and Belch. M.,1990).

A company's personal selling, advertising and other potential activities should form a coordinated promotional program within its overall marketing plan. If promotion and marketing activities are fragmented in the company, this will have potentially damaging consequences because different department managers may come into conflicts over the resources. But this would not happen if all elements comprising promotion were coordinated as part of firm's overall strategic marketing plan. To be effective, promotional activities must also be coordinated with product planning, pricing and distribution to firm's overall strategic plan (Stanton, 1994).

Typical attention should be given to factors such as the company's (or brand's) current status in the market, the relevant target markets, specific market strength and weakness that are relevant to the promotion, marketing objectives and decision regarding to marketing mix. According to Belch. G and Belch. M (1990), the situation analysis performed for promotional planning purpose includes both (1) an internal analysis and (2) an external analysis.

2.7.1 Internal analysis of promotional plan

This relates to an assessment of relevant areas concerning the firm and product/services by paying attention to factors such as the capabilities of the

firm and its ability to develop and implement a successful promotional program, the image of the company and/or the brand, an examination of past promotional strategies and the results, and on evaluation of the product or services itself to meet the need of potential customers. As Belch. G and Belch. M (1990) expressed that internal analysis is the assessment of the strengths and the weakness of the firm or brand from an image perspective. Quite often, the image the firm brings to the market will have a significant influence on its promotional plan.

2.7.2 External analysis of promotional plan

Here critical focus is placed on factors such as characteristics of the firm's customers, competitors, and marketing environment. It is highly important to give detailed consideration of customers in terms of their characteristics and buying pattern, their decision process and factors influencing their purchase decision. Attention must also be given to areas such as consumers' perception and attitudes, life styles and criteria used in making purchase decision.

2.8 Definition and Objectives of Advertising

2.8.1 Definition of advertising

Kotler and Keller (2006) define advertising as any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor or business organization.

2.8.2 Objectives of advertising

Goals and objectives should be set for advertising as areas of management activity. Advertising is a form of communication, and can be assessed by communication criteria. Such as awareness, comprehension, agreement and action. Recall and retention rates are clearly important, but the crucial factor is the extent to which these lead to increased sales. According to Govon. N, Eng, R and Galper.M (1986) the relationship of objectives to advertising performance can be stated easily. The campaign must concentrate on doing the right things rather

than merely doing things right. Good performance without being directed at the right goals does not result in consistent achievement.

An advertisement can inform, suggest a good idea to potential customers, jog memories, and reinforce the attitude and behavior of the existing consumer. In planned advertising, what is important is that the company fully understands the levels upon which its advertisements are operating, the degree to which they are successful, and why they are successful. Without this knowledge it is difficult if not impossible to modify campaigns in the light of experiences and understanding. Colin. J and Coulson. T (1985) state that people and situation change one form of advertising might be appropriate at one moment to another one with time. Consumers are in continual state of flux.

For this reason, as stated by Govoni N, Eng. R and Galper. M (1986), the specific objective selected for any advertising campaign generally depends on the target markets, the product/services, other marketing efforts by the firm and the competitive condition. The objective of advertising could be to create awareness, build preference, differentiate, encourage purchase now rather than later, consolidating an existing reputation, encourage a response or request for further information, correct misleading claims of others build up morale within the organization, transmit information, to encourage understanding among others.

Belch. G and Belch. A (1990) emphasized that objective of advertising used to be create images and symbolic appeals for product or services that very difficult to differentiate. Thus, the image or psychological association that consumers have about a brand becomes a very important part of this purchase decision.

Kotler and Armstrong (2005) define advertising objective as specific communication task to be accomplished with a specific target audience during a specific period of time. Advertising objectives can be classified by primary purpose as to whether the aim is to inform, persuade, or remind.

Possible objectives of advertising include:

- Telling the market about a new product
- Suggesting new uses for a product
- Correcting false impressions
- Building a company image
- Building brand preferences
- Persuading customers to purchase now
- Reminding customers where to buy the product
- Keeping it in customers mind during off seasons

2.9 Major Decisions in Advertising

In developing an advertising program, marketing managers must always start by identifying the target market and buyer motives. Then, they can make the five major decision known as “The Five Ms”. The five major decisions in developing a well-managed advertising program are discussed below (Tutor 2nd edition)

2.9.1 Setting advertising objectives

An advertising objective is a specific communication task to be achieved with a specific target audience during a specified period. Advertising objectives fall into three main categories:

1. **To inform:** This means providing information to customers about what the company is doing. Example:- tell customers about a new product.
2. **To persuade:** This means convincing customers to prefer your product by explaining the main difference between brands. Example: encourage customers to switch to a different brand
3. **To remind:** This means providing information customers about the existing brand and its features as reminder. Example: Remind buyers where to find product

2.9.2 Setting the advertising budget

Marketers should remember that the role of advertising is to create demand for a product. The amount spent on advertising should be relevant to potential sales impact of the campaign. This, in turn will reflect the characteristics of the product being advertised.

2.9.3 Determine the key advertising message

Research suggests that the clarity of the advertising message is often more important than the amount spent. A successful advertising message should have the following characteristics:

1. **Meaningful:**- Customers should find the message relevant.
2. **Distinctive:**- It should capture the customer's attention .
3. **Believable:**- a difficult task, since research suggests most consumers doubt the truth of advertising in general.

2.9.4 Deciding which advertising media to use

A campaign may use one or more of the media alternatives. The key factors in choosing the right media include:

1. **Reach:**- what proportion of the target customer will be exposed to advertising.
2. **Frequency:**- how many times will the target customers be exposed to the advertising messages. This helps in deciding the amount and type of words used in the message we want to communicate.
3. **Media Impact:**- where, and when will the target customers get the message in order to have the highest impact?

2.9.5 Evaluating the results of advertising campaign

The evaluation of an advertising campaign should focus on two key areas:

- **The communication effects:**- Is the intended message being communicated effectively and to the intended audience?

- **The sales effects:-** Has the campaign generated the intended sales growth?

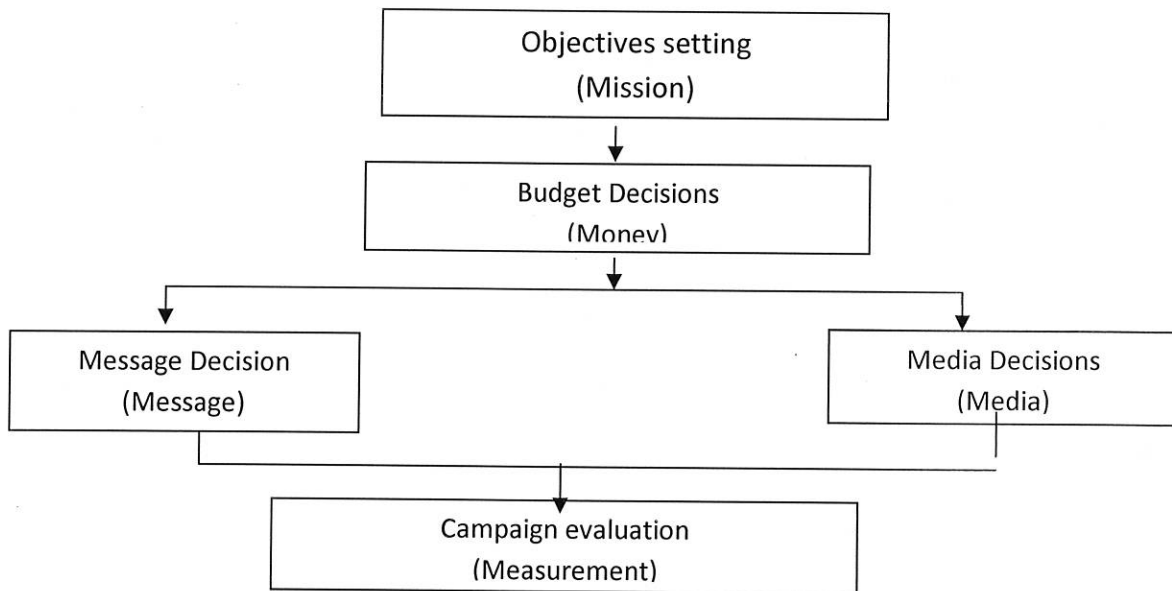


Figure 2: Major decision in advertising (Five M's)

2.10 Advertising Components

Advertising can be classified into two categories: brand building and directional (Fernandez and Rosen, 2000; Lohs and Rosen, 2001). Brand building advertising is synonymous with product advertising and is commonly used in traditional mass media, including TV, radio, magazine, and newspaper. Brand building advertisements tend to be product/service-(or retailer) oriented with the purpose to establish a positive image and creating demand for a product or service that leads to eventual purchase (Barrow, 1990; Rosenberg, 1995). The communication route is typically one-to-many and is designed to reach a mass audience by using a tactic of "intrusion" aimed at capturing the attention of users. Directional advertising is designed to help potential buyers locate interesting information (Frnandez, 1995). The communication route is typically one-to-one and it is assumed that a potential buyer brings him or herself to ads. Advertising in this case is catering to customers' needs.

The understanding of directional advertising, given that they are used by actively engaged users (Briggs and Hollis, 1997) rather than passively received audiences

(Stewart, 1992), could improve the effectiveness of internet-based advertising strategies and streamline the interaction between users and interactive media.

The literature shows a less clear distinction between advertising/advertisement and media. Some studies use the two terms interchangeably, while others draw a distinction. For example, Fernandes and Rosen (2000), and Lohse and Rosen (2001) use the terms 'directional media' and 'directional advertising' to refer to yellow pages advertising. Bracket and Carr (2001), however, distinguish advertising from the media that carry them. Ducoffe (1996, p.24) argues that media context is thought to have an important influence on the value of advertising. Previous studies also confirmed that advertising placed in a more credible medium such as a newspaper are perceived as more informative, reliable, and believable while advertising placed in a less credible medium like TV is considered to be less informative (Becker, Martiono, and Towners, 1976). Directional medium is primarily designed for carrying advertisements. For example, users of Yellow pages are searching for information. Therefore, their attitudes toward the medium (i.e. the Yellow Page) are essentially based on their attitudes toward information. Therefore, their attitudes toward the medium (i.e. the Yellow Pages) are basically based on their attitudes toward a specific advertisement. However, a mass medium such as the Web is multi-functional and consists not only of banners or pop-up window based online ads but also other information or functions. Respondents may have a positive attitude toward the Web as a tool or medium, but a negative attitude toward advertising on the Web. That is, a consumer's attitude toward Web advertising may not be the same as his or her attitude toward the Web as a medium itself.

The non-personal components indicate that advertising involves mass media whereby a message can be transmitted to the target group of individuals often at the same point in time. Belch E. and Belch A. (1990) mentioned that the non-personal components takes place immediate feedback from the message recipient (except indirect-response advertising). Before the message is sent, the advertiser

must attempt to understand how the audience will interpret and respond to the message.

2.12 Advertising Strategy

Opinions differ on whether advertising should be continuous or concentrated in bursts. With some media, a wide approach may be needed to reach a threshold of effectiveness. The whole effect is frequently more than the sum of the parts and burst advertisements reinforce each other.

Colin. J and Coulson. T (1985) argue that in the case of an established product, consumer loyalty and reputation may best be safeguarded by means of continuous advertising. A continuous strategy allows long term support to be given to the organizations and allows some to be given to the organizations and some 'cash in Kitty' to meet unexpected competitor activity.

According to Clow, Kenneth. E, and Baack (2002), three ingredients must be combined to create effective advertisement strategy. These are:

1. Development of logical advertising management scheme for the company
2. Careful selection of media
3. Thoughtful design of the advertisements.

Selecting media and designing the actual advertisements go hand in hand. One can not be performed without keeping the other in mind.

2.13 Definition and Objective of Personal Selling

2.13.1 Definition of Personal Selling

Kotler and Keller (2006) define personal selling as face-to-face interaction with one or more prospective purchasers for the purpose of marketing presentations, answering questions, and procuring orders. Personal selling involves three basic tasks. Perreault and Mccarthy (2002) describe these tasks as order-getting, order-taking, and supporting.

According to Clow and Baack (2002), personal selling is defined as marketing communication tool that allows the firm to establish two-way communications with buyers. This communication can take place in retail store or at buyer's place of business.

2.13.2 Objective of Personal Selling

In general, the objectives of personal selling are the activities involved in the three basic tasks. According to Kotler and Keller (2006), some of the major objectives of personal selling are:

1. To provide customized information to customers about the product
2. To close sales
3. To assist customers after sales
4. To build brand loyalty
5. To convince (persuade) customers to buy the product

2.14 Processes of Personal Selling

The personal selling process consists of creating new customers as initial step and maintaining existing customers as the last step in the process. Sales people follow a series of steps in identifying prospects and turning them into customers. It is important to know this process so as to have effective sales people that can hopefully attract customers and confidently represent the company. Kotler and Armstrong (2005) listed the steps in the personal selling process as follows:

1. **Prospecting**:- is identifying potential qualified customers. Prospects may come as referrals from the existing customers, from suppliers, dealers, etc. Once prospects have been identified, they need to be qualified or screened to see if they are good prospects.
2. **Pre-approach**:- is planning the sales presentation to meet the customer's wants or to solve the customer's problem. This involves doing research about the prospect. The sales person must determine where the specific target market consumer is in the purchasing process.

3. **Approach:-** in the approach, the sales person meets and greets the buyer and puts the buyer at ease. At this meeting, the sales person asks some key questions to get some essential information before getting the buyer's attention and launching into the presentation.
4. **Presentation:-** is telling the product "story" to the prospect, showing how the product will solve a problem for the buyer. The sales person must build a case for how the product can serve the needs of the buyer. A need-satisfaction approach involves carefully listening to the buyer's needs and then clearly explain how the product can satisfy those needs.
5. **Handling objections:-** Responding to questions raised by the prospect takes a great deal of skill and training. The sales person must be able to identify the real reasons for an objection, respond to the objection, and overcome it. Objections provide the sales person with the opportunity to learn more about the customer's needs and provide information about the customers needs and how the product would satisfy those needs.
6. **Closing:-** the sales person is asking the prospect for an order. The sales person must be able to recognize the signals that indicate the prospect is ready to close.
7. **Follow-up:-** is essential to building a relationship between the seller and the buyer. The sales person follows up to ensure that the buyer received the right products in the right condition at the right time. Any problems or concerns on the part of the buyer after the sales are addressed immediately. The sales person demonstrates continued interest in the customer and a desire to satisfy the buyer's needs on a sustained basis.

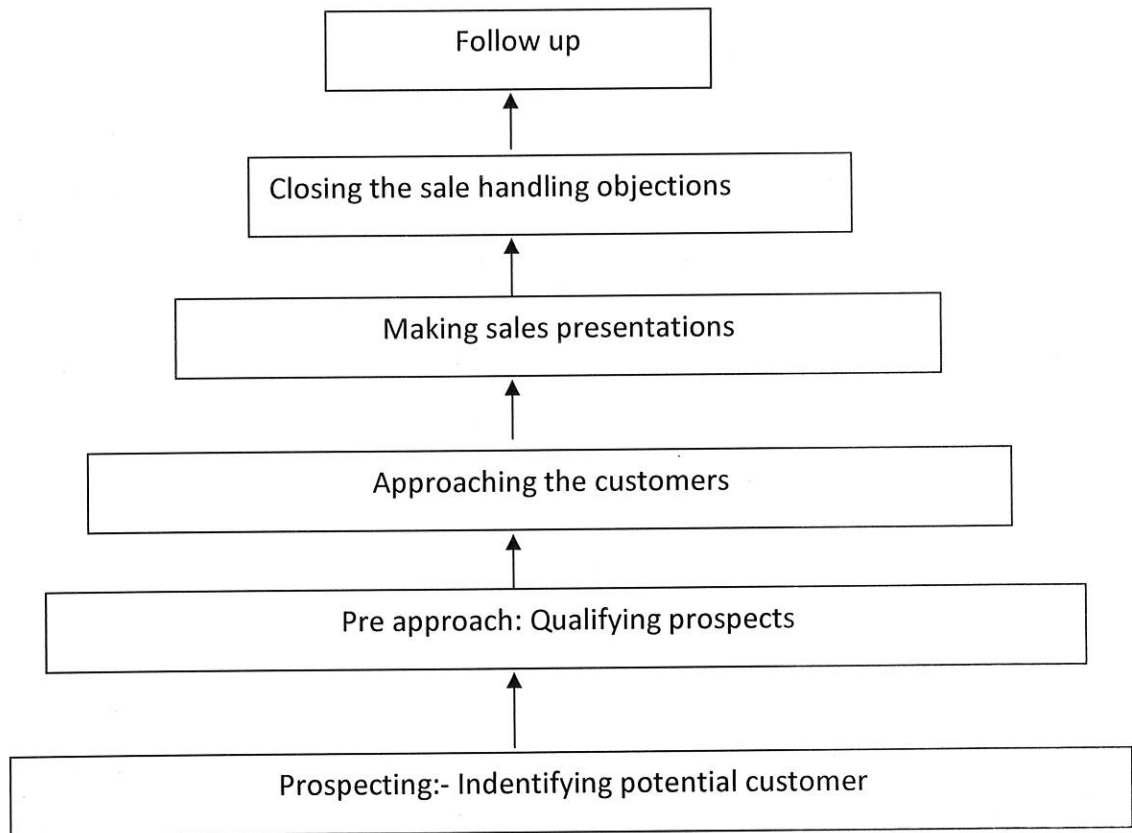


Figure 3: Personal selling process

2.15 Role of Personal Selling

Personal selling is a highly important form of communications that permits the marketer to tailor a persuasive message to specific needs of an individual buyer and buying influences. In essence, it is a promotional activity that focuses on target market of one buyer and then nurtures and encourages a rapid transition from problem recognition to purchase action. The significance of personal selling to marketer is widely acknowledged as having an active effort to communicate with high potential buyers on direct, usually face to face bases (Govoni. N, Eng. R and Galper. M, 1986).

Nowadays, recognizing the importance of personal selling to buyer is un questionable. As Belch. G and Belch. M, (1990) pointed out:

“Companies selling industrial and high-technology products general rely heavily on personal selling as the primary method for communication with this customers. The same emphasis on personal selling will occur when these companies market their products on international basis. Consumers products firms may also used personal selling to call on distributors, whole sales, or major retiling operation in foreign market.” (p.695).

In determining the role of personal selling, one of the first questions that the manager will need to ask when preparing the promotional program is, what will the specific responsibilities of personal selling be, and what role will it assume relative to the other promotional mix elements?

To determine the role of personal selling, Belch. G and Belch. A (1990) cited that the management should be guided by four specific questions. These are:

- A. What specific information must be exchanged between the firm and potential customers? In order to determine the information to be exchanged. This indicates that a sales person may have a variety of messages to communicate. For example, creating awareness, or service offering, demonstrating product benefit, initiating trial, and/or closing the sale.
- B. What are the alternatives ways of carrying out these communication objective? It refers to examining the promotional mix alternatives.
- C. How effective is each alternative in carrying out the needed exchange? This is related to evaluating the relative effectiveness of alternatives depending on the target market and the objective sought. Each of the program elements must be evaluated in respect to its relative effectiveness.
- D. What is the cost-effectiveness of each alternative?

In evaluating program elements, their effectiveness must also be considered in terms of the costs associated with their use.

2.16 Pros and Cons of Personal Selling

Using personal selling over the other forms of marketing communications has its own advantages and disadvantages.

2.16.1 Advantages of personal selling

Personal selling is a widely used promotional strategy, especially in industrial goods and innovative service marketing activities. As Engel, J, Warshaw, M, and Kinnear, T(1991) noted personal selling offers the following advantages:

1. **The communication is face to face:-** therefore, it is possible for each party to learn all that is necessary about the other party to bring about empathy and meaningful exchange.
2. **Feedback is instant:-** if the first efforts are off target, the skillful use of feedback offers the opportunity to try again and ultimately establish a common ground. One key advantage of personal selling is that it is a two way form of communication. In selling situations, the message sender (eg, sales person) can adjust the message as they gain feedback from message receivers (e.g., customers). So, if a customer has doubt about initial message (does not understand how the product works) the sales person can make adjustments to address questions. Many non-personal forms of promotion, such as radio advertisement, are inflexible, at least in short-term as they cannot easily be adjusted to address audience questions.
3. **Exposure is usually voluntary:-** this means that the customer is actively seeking information or help and hence will be receptive to processing what is said. The interactive nature of personal selling also makes it the most effective promotional method for building relationship with customers. This is especially important for companies that either sell expensive product or sell lower cost but high volume product (i.e., buyer must purchase in large quantities) that rely heavily on customers making repeat purchase. It should be clear that sales success often requires developing and maintaining strong relationship with potential customers.

2.16.2 Disadvantage of personal selling

As cited by Belch.G, and Belch.M, (1990), some of the disadvantages associated with personal selling include the following:

1. **Inconsistent message**:- the message to be communicated is generally well thought out, planned, and designed by the marketing staff with particular communications objective in mind. Once the determination has been made as to what this message will be, it is communicated to all receivers. The sales person may alter this message sometimes not in a way the marketer intended.
2. **High Cost Per action (CPA)**: CPA can be important measure of promotion spending. Since personal selling involves person to person contact, the money spent to support a sales staff (i.e. sales force) can be high.
3. **Poor reach**:- even if we ignore the costs of personal communication, it is still easy to see that this program element will not be as effective for reaching as many members of the target audience as are other elements.

2.17 Combining Personal Selling and Advertising

When considering specific market situations and communications objectives, the advantage of advertising would make this program element more effective in the early stage of the response hierarchy (for example, in creating awareness and interest), whereas personal selling would be more likely to be used in the latter stage (for example, stimulating trial, getting the order, etc). Thus, each may be more or less appropriate depending on the objective sought. In developing a promotional mix, these elements can be combined in such a way as to compensate for the weakness of the other, thus creating a situation where these elements complement each other. Combining advertising and personal selling, the company is likely to improve reach, reduce costs, and improve the profitability of sales (Belch.G and Belch.M, 1990).

2.17.1 Evaluation of Advertising and Personal Selling

As it is very important and decisive to evaluate the effectiveness of any business activity, depending upon the effectiveness of marketing communication tools. In line with this, the valuation of the effectiveness of advertising and personal selling primarily and dominantly concentrate on the effect of marketing communication tools. Kotler and Armstrong (2005) argued that advertising

program can be measured in terms of both communication and sales effect. Measuring the communication effects can be done before or after the advertising is printed or broadcast. Measuring advertising after broadcast evaluates how the advertising affected consumer recall or product awareness, knowledge and preference.

In the same manner, Kottler and Armstrong (2005) suggested that sales persons' performance can be measured by gathering information from different sources. These include sales report, personal observation, customer survey and communicating with sales people.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter explains the research methodologies used and it covers research methods, research instrument, population, sample size, sampling technique, types of data collected, data analysis approach, research design, theoretical framework data collection procedure, and finally data analysis and interpretation.

3. Research Methodology

3.1 Research Methods

The research method or strategy used for this study is descriptive survey in order to answer the research questions and gather opinions of customers to assess the effectiveness of marketing communication channels of the Ethiopian Telecommunication Corporation with particular focus on advertising and personal selling.

3.2 Research Instrument

A questionnaire was the instrument used in this study to collect data. The questionnaire typically employed that the respondents are able to select from a predetermined set of answers to every question on the effectiveness of ETC's advertising and personal selling communication tools. The survey questionnaires were administered to those customers who subscribed the services at the zonal office. The questionnaire was filled out mostly by the people themselves or through the researcher and one assistant for few people who could not understand the issue.

The questionnaire employed the likert scaling technique. It is the rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of series of statements or questions. The survey measures each attribute on a 5- point likert type ranging from strongly disagree (1) to (5) strongly agree.

3.3 Population

The target population of this study was limited to only those customers who have currently (as of October 20,2010) telecom service users in Addis Ababa zonal offices (this office consists of six (6) zones, i.e. Central Addis Ababa Zone, East Addis Ababa Zone, North Addis Ababa Zone, South East Addis Ababa Zone, South West Addis Ababa Zone and South Addis Ababa Zone. The numbers of customers who have subscribed in Addis in terms of service types are: fixed land line 432,709, mobile 3,465,015, Internet and other services are 28,402.

3.4 Sample Size

Selection of sample is one of the most important issues for the investigator that need to consider in conducting a study. Out of the sample frame of the customers who have currently subscribed in Telecom Service in Addis Ababa, the number of sample participants for this study was set to be 400 people in order to make the research manageable since there was cost and time constraint.

3.5 Sampling Technique

In selecting the sample of four hundred respondents, the respondents were selected randomly once the total and specific number of subscribers with a particular population characteristic in terms of service type is determined by stratified sampling. Of the total 400 participants, 150 set from fixed land line, 150 from mobile and 100 from internet, fixed mobile and other related telecom services subscribers. Out of 400 expected research participants, 150 is decided to be from fixed land line subscribes because this services were started long time ago (since 1894) and there will be significant number of subscribers with complaints. Another 150 are decided to be from mobile subscribers as the number of subscribes in this category is the largest in number. The remaining 100 are decided to be in combination of all service users from internet, mobile, fixed and other services for inclusiveness purposes.

3.6 Types of Data Collected

Both primary and secondary data were used in conducting the study. The secondary data were obtained from books, research journals and unpublished materials of Ethiopian Telecommunication Corporation and web address. The primary data were gathered from questionnaire in which the questions are relevant to extract the opinion of customers about their communication with ETC based inline with the research questions and objectives. The questions enabled customers (research participants) to express their opinion on the effectiveness of the ETC's advertising and personal selling marketing communication tools. The questionnaires were distributed to all members of the sample group. The researcher conducted an interview with the concerned marketing manager of ETC. Response of the interview helped primarily to understand the existing advertising and personal selling practice of ETC in general.

3.7 Data Analysis Approach

Collected data is analyzed in consistent with the research questions, objective and judgments of the researcher, and responses provided. The data was summarized in the form of table, frequency, percentages and mean for assessing customers' perception on the effectiveness of advertising and personal selling practices in ETC. The researcher used the SPSS statistical software to analyze response for rating questions.

The responses provided to the rating (scale) questions are analyzed based on the scale allocated to the factors. Scale size and meaning was determined initially in the designing stage of the study. The rating was numeric and it ranges from one to five, in which the least number(1) shows the ineffectiveness of the marketing communication tool and the highest member(5) showing the effectiveness of the marketing communication tool in influencing consumer behavior. The responses provided to the open questions indicate the respondent's exact opinion regarding major issues of this study. Analysis of the results was made from the point of view of customers.

3.8 Theoretical Framework

This research was conducted customers' perception on the effectiveness of ETC's advertising program and personal selling communication practices in terms of the five main objectives of marketing communications , which include the ability to create awareness; ability to provide information; ability to change attitude; ability to build company image; and ability to enforce brand loyalty.

Both advertising and personal selling effectiveness can be evaluated in terms of communication and sales effects by using different techniques and data for evaluation. This study is that of Kotler and Armstrong (2006, p. 467, 500) in their book entitled 'Principles of Marketing'. The idea, here, is that advertising effectiveness in terms of communication effects can be evaluated before and after broadcasting the ad.

Thus, the study tried to evaluate the effectiveness of ETC's advertising by collecting data from customers about ETC's already broadcast advertising. The data collected shows how ETC's advertising affected customers behavior in terms of its ability to providing information, creating awareness, changing their attitude, building the corporation's image and convincing them to be loyal to ETC.

Similarly, the study attempted to evaluate the performance of ETC's salespeople by collecting data from customers about ETC's salespeople. The data collected shows how effective are the salespeople to solve customers' problem, how capable are they to provide timely and relevant information, etc.

Therefore, the study used this framework to specify what points to assess, and design questionnaire that would help extract customers' opinion about the points specified, collect data from customers about ETC's advertising and personal selling, analyze the findings, and interpret the implications of the results of the analysis and evaluate the effectiveness of ETC's advertising and personal selling.

3.9 Data Collection Procedure

Twenty-four statements and two open-ended questions were designed to extract customers' opinion in order to assess the effectiveness of marketing communication of Ethiopian Telecommunication. These statements were developed based on the basic research questions, objective of the study and different reviews in the related literature. An interview was also conducted with the marketing manager of ETC for a total of two hours. Response of the interview helped the researcher primarily to understand the existing advertising and personal selling practice of ETC in general.

Twenty-five questionnaires were distributed earlier on to ETC service users as pilot survey. Some of the questionnaires were readjusted to give customer individual attention. Given the comments from pilot survey and some literature, the researcher found the questions as relatively important on assessing the study that give customers individual attention. To review the internal consistency of the scale items, Cronbach coefficient (alpha) was computed and found to be 0.988 for all items.

The other main comment was on the language of the questionnaire. They said the language should be translated to local language and all should be positively worded statements. And therefore, the questionnaires were translated into Amharic through official translator known as Eyrusalem Translation Office.

The corrected, finalized and translated questionnaire was distributed to customers who are subscribed in Addis Ababa. The data was administrated mainly by researcher and one assistant. The assistant was a half-day contract employee in CSA (central statistic agency) and he was hired by the researcher to engage half-day in distributing and collecting questionnaire for one and half months and was paid 850 birr.

The assistant was trained on the overall questionnaire should be filled. A majority of the respondents was approached when they come to ETC to get

service at company's site. Other customers got the questionnaire at their premises. The other respondent approaching mechanism was to go to customers' shop, boutique and school. And as result, the response rate was high (373 out of 400, which is 93.25%).

3.10 Data Analysis and Interpretation

The data were analyzed basically based on two important assumptions. The first one was based on the researcher understanding and judgment and the second one was based on the expected result of performance.

The researcher's judgment was guided by his understanding of available data gathered from both closed and open ended questions and predetermined rating factors. The expected result of performance was guided by the objectives of ETC's advertising and personal selling, the simplicity, or difficulty of achieving a specific objective, and the time and effort required for achieving specific objective.

Therefore, the analyses were made based on the following performance rating scale for each response on a question. If more than 70% of the respondent agreed on the issue, then the performance would be good; if the percentage of respondents who agreed on the issue is between 50% - 70% it is considered as average, and if the percentage of the respondents who agreed on the issue is below 50%, it could be poor performance.

The data analysis for this study was also presented in the form of mean. The mean of the study were determined based on the degree on which the statement issued responded by the respondents. If the mean for each question analyzed is 3 this shows the respondents were satisfied on the average the statement issued. If the mean is greater than 3 the respondents agreed positively on the statement issued, if the mean is less than 3 the respondents disagree on the statement issued or are not satisfied.

CHAPTER FOUR

ANALYSIS

The collected data are analyzed and interpreted in this chapter. It consists of the respondents' characteristics, reflection of marketing communication channel, personal selling as communication tool with customers, message content precise, short and convincing, and diversification of communication channels.

4.1 Respondent's Characteristics

The overall profiles of the respondents are analyzed using descriptive statistics in Appendix-I Table 1. From 400 distributed questionnaires a total of 373 (93.25%) have been collected. Among them, 146(39.14%) fixed land lines, 142 (38%) mobile subscribers, and 85 (22.76%) are fixed, mobile, internet and other users in combination. This may imply that based on having different services type, significant number of subscribers may have different complaints. In addition to that, even if small in number, the customers who have subscribed with all types of telecom services may face different challenges.

Concerning gender, 204(54.70%) respondents are male and 169(45.30%) respondents are female. Gender differentiations have significant patterns to measure the effectiveness of market communication. The survey showed that male dominated over the number of female. If we look at combination of our society in some duties like agent, brokerage, etc male are more in number than females, and those people want the quality of their telecom services more than any body else, because their life is almost dependent on the use of telephone.

Regarding the age of respondents, 106 (28.42%) are from 18 to 25, 116(31.1%) from 26 to 35, 68(18.23%) from 36 to 45, 45(12.06%) from 46 to 55 and the rest, and 38 (10.19%) are greater than 56. This shows that most of the customers who interact with these services that are given by ETC are young, i.e those under the age of 35. The marketer should therefore be focused on which of the target groups to promote ETC's services and should also identify promotional message

that suits the need and interest of potential customers. The young people have great familiarity with telecom services technologies and are high demanding.

The occupations of the respondents are categorized into five types. The first one is government employees, which are 95 (25.47%), the second is private employees, which are 123(32.97%). The third category is students, which are 62(16.62%), the fourth is trader or business persons, which are 59(15.82%). The fifth category is others, which includes housewives, brokers etc, and constitute 34(9.12%) of total respondents. This implies that the majority of customers who subscribe to ETC services are private and government employees. Since those people are currently employed, they might have high expectation on the given services by ETC due to having high income.

Since the income of the majority of Ethiopian is vary depending upon the status, the researcher categorized the income of the respondents into four general categories. There were respondents who have no income at all (example housewife) and there were also respondents whose income is greater than 4000 birr. But according to the researcher's general categorization, 56(15.01%) have income of less than 200 birr, 86(23.05%) have an income between 200 and 500 birr, 101(27.08%) have income between 501 and 1500 birr and the rest 130(34.86%), have an income greater than 1500 a month. 61.94% of respondents have an income which is greater than 500 birr a month. This is because 74.26% of respondents are government employees, private employees or business person (trader). This shows that the majority of customers who come to ETC can afford to pay for the services they get from ETC in such away that those people who have a high income could have more expectation and ready to pay for the best services.

The educational levels of the respondents are categorized into five. 12(3.22%) of the respondents are unable to read or write (illiterate), 51(13.67%) are from grade 1 up to 10/12 primary and/or secondary school complete, 187(50.13%) diploma, 105(28.15%) have bachelor, and 18(4.83%) have an educational level of master

and above. Since there are people who are unable to read or write, as illiterates, 67.02% of all respondents have an educational level of diploma and below, and 32.98% of the respondents have bachelor and above.

Customer's subscription place is based on the present structure of ETC. Currently, ETC in Addis Ababa is divided into six zones. 62(16.62%) of the respondents subscribed in WAAZ (Western Addis Ababa Zone), 85(22.79%) in NAAZ (North Addis Ababa Zone), 45(12.06%) in SAAZ (South West Addis Ababa Zone), 65 (17.43%) in EAAZ (East Addis Ababa Zone), and the remaining 67(17.96%) of the total respondents are subscribed in CAAZ (Central Addis Ababa Zone). This implies that the zones location in ETC's determining the number customers that subscribed in each zone.

Since there are customers who made subscription with ETC within the past one year, the researcher categorized the subscription period of the respondents into four. Accordingly, 56(15.01%) of the respondents subscribed with ETC with less than one year, 114(35.6%) of the respondents between one and five years of subscription period, 121 (32.44%) of the respondents subscribed between five to ten years, and the remaining 82 (22%) of total respondents subscribed with ETC more than 10 years.

4.2 Reflection of Marketing Communication Channel

To explore the reflection of marketing communication channel, the researcher considered the theoretical aspect of marketing communication channels that provide information and help for customers' attractiveness to add value to the existing product/services.

As regards ETC's advertising capability of creating awareness, as indicated in Appendix-II Table 2, 146(39.14%) strongly agreed on idea indicated above, 124(33.24%) agreed on the issue, 17(4.56%) did not comment on the above indicated item, 45(12.06%) disagreed, and the remaining 41(11%) respondents

strongly disagreed on the given item above. The combined result on the issue (72.38%) strongly agreed and agreed positively supported the idea. The overall mean of ETC's advertising capability of creating awareness is 3.79. It is above 3. From this data, we can generalize that ETC's advertising is capable of increasing customer's awareness about ETC and its services. This means customers are aware of what ETC is doing as a result of information they got from advertisement and have positive and significant value on it.

Furthermore, ETC's advertising is capable of reminding elements that should not be forgotten in clarifying vague issues as clearly mentioned in Appendix-II Table2, 75(20.11%) of respondents strongly agreed on issue, 94(25.20%) respondents agreed on the given statement above, 19(5.09%) were neutral on the issue, 112(30.03%) disagreed and the remaining 73(19.57%) respondents strongly disagreed on the idea given above. Based on these, the combined result for the above statement (45.31%) strongly agreed and agreed supported the idea. The mean of the above item is 2.96, which is below 3. From this, the result shows that significant numbers of customers are not able to clarify their doubt about the vague issues even though they had opportunity to see/listen to ETC's advertisement. Due to this the customers may have problem to enhance clearly the existing telecom services.

In addition ETC's advertising helps to bring attitudinal change, according to Appendix-II Table 2, the result stated that 125(33.51%) respondents strongly agreed on the given statement; 102(27.34%) agreed, 23(6.16%) were neutral on the statement given, 60(16.09%) disagreed, and, the remaining 63(16.69%) respondents strongly disagreed on this point. Due to this, the combined result on the idea indicated above (60.85%) strongly agreed or agreed by supporting the idea. The mean is 3.44, which is greater than 3. The result shows that ETC's advertisement has moderate potential to convince people and change their beforehand attitude that helps ETC get acceptance by the society.

In relation to ETC broadcasts advertising at convenient media and time as, indicate in Appendix-II Table-2, 78(20.9%) of respondents strongly agreed on the issue, 91(24.40%) respondents agreed that ETC broadcast advertising at convenient media and time; 24(6.43%) were not willing to provide their idea on the given issue; 81(21.71%) disagreed, and the remaining 99(26.54%) of respondents strongly disagreed. As a result the combined result showed (45.30%) strongly agreed or agreed on the issue. The mean of the above statement is 2.91. It is below 3. This means ETC's advertisement does not reach the intended target, which is one of the major decision in advertising.

Concerning to personal selling hopefully attract customers, and represent the company, as can be clearly shown in Appendix-II Table-2, 82(21.98%) respondents strongly agreed on the issue, 45(12.06%) agreed, 8(2.14%) were not willing to provide their comments on the indicated issue, 98(26.27%) respondents responded disagreed, and the remaining 140(37.53%) of respondents strongly disagreed on the given idea. The combined result on this idea (34.04%) strongly agreed or agreed on the idea. The mean of the above indicated issue is 2.55, which is below 3. From this we can generalized that ETC's salesperson did not captured deep knowledge about ETC's dynamic technological services, as a result it is difficult as whole for salesperson to represent the company's features so as to handle the customers. Due to this, significant number of customers have no confidence on different telecom services.

Regarding ETC's salespeople create brand awareness, as it is pointed out in Appendix-II Table-2, out of the total given participants, 75(20.10%) respondents strongly agreed on the given idea, 113(30.29%) were respondents respond that they agreed on it, 11(2.94%) neutral on the issue, 65(17.42%) were disagreed, and the remaining 109(29.22%) of respondents responded strongly disagreed on the given issue. Based on the above result the combined item shown on indicted idea that (50.39%) strongly agreed or agreed on the above idea. The mean of the

item is 2.94, which is below 3. From this it can clearly pick out that salespeople in ETC moderately increasing brand awareness and are not as such committed to clarify what it is not clear in general advertisement message.

As can be seen in Appendix-II, Table-2, ETC's sales persons have their own sales presentation activities to meet customer's wants. The result explained that, 115(30.83%) respondents strongly agreed, 82(21.98%) of respondents agreed, 14(3.75%) did not comment on the given issue, 96(25.73%) disagreed on the idea mentioned above, and the remaining 66(17.69%) of respondents strongly disagreed. The combined result on the issue (52.81%) strongly agreed or agreed supported this idea. The overall mean of sales presentation is 3.22, which is above 3. From this we can inferred that sales presentation activities in ETC now a day moderately practiced. Due to this, it brings dramatic change in mind of customers to be familiar with the existing different telecom services. Sales presentation activities carried out by salesperson is one of the major means to evaluate the effectiveness of sales person performance.

Inline with this, an interview were conducted with marketing manger of ETC about as to how ETC's salespeople performance can be evaluated in a way of handling or attracting potential customers. Based on his response, salespersons can be evaluated based on having an active effort to communicate with an individual buyer buying influences by focusing cost-effectives alternatives. For instance, creating awareness, or services offering, demonstrate clearly the type of product or services given by ETC. These all generally help to have successful sales performance of ETC's salesperson by developing and maintaining strong relationship with present and potential customers.

To sum up, the existing ETC's marketing communication channels could not utilized the majority of respondents' interest on telecom services. Since telecom services are result of dynamic technological progress, from time to time, most customers now a day have got difficulties to be familiar with such services.

4.3 Personal Selling as Communication Tool with Customers

In relation to that ETC's salespeople are willing to understand and solve customers' problems, as indicated in Appendix-III Table-3, 43(11.52%) respondents strongly agreed, 90(24.13%) were responded agreed, 25(6.7%) did not willing or neutral on the indicated issue, 74(19.86%) respondents disagreed, and the remaining 141(37.80%) are strongly disagreed on the above mentioned idea. The combined result on the above item (35.64%) for strongly agreed or agreed. The mean is 2.48 which is less than 3. From this, the result demonstrated that salespeople do not show sympathy to customers and are not committed to the motto "customer is a king".

Regarding salesperson provide consistent message, Appendix-III Table-3 the result mentioned that, 73(19.57%) respondents strongly agreed, 85(22.79%) agreed, 19(5.09%) neutral on the indicated issue, 89(23.86%) respondents disagreed, and the remaining 107(28.68%) are strongly disagreed on the idea given above. Based on the above idea, the combined result demonstrated (42.36%) strongly agreed or agreed positively on the statement above shown. The overall mean of salesperson's consistent message is 2.81, which is less than 3. This shows that the majority of ETC's salespeople have not deep knowledge about different telecom services and up to date information what ETC's services provided to the public. This implies that customers are in problem to have consistent communication with ETC's salesperson to have a wide understanding on telecom services.

Concerning the integrated marketing communication practice which says the information provided by ETC' advertising and salespeople is similar, as shown in Appendix-III Table-3, 79(21.19%) of respondents strongly agreed on idea, 83(22.25%) agreed, 15(4.02%) were not willing to provide their comment on the indicated issue, 94(25.20%) responded disagreed, and the remaining 102(27.34%) respondents strongly disagree on the given idea. Based on this, the combined results on the given item (43.03%) strongly agree or agree. The mean is 2.88, which is below 3. This result showed that what is transmitted by ETC's

advertisement differs from the information provided by salespeople about the same issue. This indicated that advertisement is not supporting personnel selling effort.

Furthermore, word of mouth communication possibility related to salespeople's treatment encourages customer to talk good thing to third party about ETC, as stated in Appendix-III Table-3, 81(21.72%) were strongly agreed on the idea, 72(19.30%) agreed, 21(5.63%) were neutral, 80(21.45%) respondents disagreed on the issue indicated above, and the remaining 119(31.90%) respondents were strongly disagreed on the idea given above. The combined result of the respondent (41.01%) strongly agreed and agreed supported the idea. The mean is 2.77 which is less than 3. This means salespeople's approach and treatment is not satisfactory to initiate customers' willingness and commitment talk about ETC's service delivery positively i.e people prefer to talk negatively.

In addition ETC's salespeople's hospitality helps to build company image, as indicated in Appendix-III Table-3,, 82(21.98%) of the respondents strongly agreed, 108(28.95%) agreed, 12(3.21%) were not willing to provide their comments on the issue, 79(21.18%) respondents were disagreed, and the remaining 91(24.39%) are strongly disagreed on the issue. As shown the above item, the combined result responded by respondents (50.93%) for strongly agreed or agreed on the stated item. The mean of the indicated statement is 3.02, which is greater than 3. This showed that almost half of salespeople are not interacting with customers' friendly and genuinely.

In relation to ETC's salespersons have an ability to point the real reason for objections and customer handling, the result explained in Appendix-III Table-3, 58(15.54%) of respondents responded that they were strongly agreed on the issue, 91(24.40%) agreed, 18(4.81%) were neutral on the idea, 118(31.63%) respondents disagreed, and the remaining 88(23.59%) strongly disagreed on the idea indicated above. The combined result on the above item, 40.04% responded strongly agreed or agreed by supporting the idea. The mean is 2.76, which is less than 3. From this one can generalized that the majority ETC's salespersons have

not customized knowledge to identify and solve what the customers complain on ETC's services.

4.4 Message content precise, short and convincing

Concerning ETC's advertisement is capable of providing adequate and relevant information, Appendix-IV, Table-4, showed that, 146(39.14%) respondents strongly agreed, 136(36.46%) agreed, 14(3.75%) were neutral on the statement issued, 35(9.38%) were disagreed, and the remaining 42(11.26%) respondent strongly disagreed on the given statement. The combined result on the above item (75.74%) for strongly agreed or agreed on the given issue. The mean of the statement is 3.87 which is greater than 3. This clearly showed that ETC's advertisement is providing sufficient information for customers about its services, and as result, customers are able to make informed decision that help to save time and money for them.

As can be seen that that the existing ETC's advertising message more of believable and meaningful, Appendix-IV, Table-4, reveals that 96(25.73%) strongly agreed on issue, 112(30.02%) agreed, 9(2.41%) were not willing to give their ideas, 59(15.8%) disagreed on the given issue, and the remaining 97(26.03) strongly disagreed on the indicated item above. Based on the combine result, (55.75%) for strongly agreed or agreed supported the idea. The overall mean of message content believe and meaningful is 3.13, which is greater than 3. The result clearly shows that the existing advertising content is moderately of relevant and capture the attention of customers.

The other result found concerning on ETC's advertisement builds company image, as it is clearly show in Appendix-IV, Table-4, 106(28.42%) strongly agreed, 111(29.76%) respondents agreed on the given statement, 15(4.02%) neutral on the given issue, 66(17.69%) disagreed, and the remaining 75(20.11%) strongly disagree on the item given above. The combined result showed that (58.18%) for strongly agreed or agreed supported the idea. The mean is 3.29,

which is greater 3. This demonstrated that ETC's advertisement is moderately helping to build company image.

According to ETC's salespeople information help to change the attitude, as reveals in Appendix-IV, Table-4, 84(22.52%) respondents strongly agreed on the issue, 114(30.56%) agreed, 12(3.22%) were neutral on the issue, 87(23.32%) disagreed, and the remaining 76(20.47%) strongly disagreed on the item given above. The combined result for the above item (52.81%) strongly agreed or agreed. The mean is 3.11 which is greater than 3. From this one can understand that salespeople have moderately potential to convince customers and change the initial attitude of customers about ETC and its services.

Regarding the result on, ETC's sales people willing to provide timely and relevant information, as stated in Appendix-IV, Table-4, 116(31.09%) strongly agreed on the idea, 119(31.90%) agreed, 24(6.43%) were not willing to provide their comment on the issue, 58(15.55%) disagreed, and the remaining 56(15.03%) strongly disagreed on the given idea. Due to this, the combined result for strongly agreed or agreed (62.99%) supported the idea. The mean is 3.48, which is greater than 3. The result demonstrated that average numbers of salespeople are competent in terms of knowledge for the position they are assigned and also salespeople have capacity only to provide relevant and timely information about ETC's services.

In addition ETC's personal selling is harmonized with practical reality given by ETC, Appendix-IV, Table-4, stated that, 54(14.47%) respondents agreed on the idea, 101(27.08%) agreed, 28(7.51%) were neutral on the issue, 88(23.59%) disagreed, and 102(27.34%) strongly disagreed on the idea indicated above. The combined result for the above issues strongly agreed or agreed (41.55%) supported the idea. The mean is 2.77, which is less than 3. From this we can inferred that salesperson do not technically familiar with the existing ETC's services and as result they are not credible source of information for customers, which can affect customers willingness to contact sales people.

In relation to I ET's salesperson willing to assist customers after sales, as can be seen in Appendix-IV, Table-4, the result demonstrates that 59(15.82%) respondents strongly agreed, 94(25.21%) agreed, 8(2.14%) were neutral on the given issue, 96(25.73%) respondents disagreed, and the remaining 116(31.10%) strongly disagreed on the given idea mentioned above. The combined result on the given item (41.01%) strongly agreed and agreed support the idea. The mean is 2.69, which is less than 3. From this, the result demonstrated that ETC's salesperson don't willing to assist customers positively, this implied that salesperson have no knowhow after sales service skilled, due to this customers face in problem after getting ETC's services.

As regard to ETC's advertisement harmonized with reality, the result explained Appendix-IV, Table-4 that 86(23.06%) respondents responded strongly agreed, 78(20.03%) agreed, 15(4.02%) did not willing to provide their idea, 82(21.98%) disagreed, and the remaining 112(30.02%) strongly disagreed on the given idea above. As result, the combined result for strongly agreed or agreed (43.46%) positively supported the statement given. The mean is 2.84 which is less than 3. This means ETC's advertisement is not able to transmit reliable information about its services that may result in lose of credibility, which is very important to get customer's attention easily.

Concerning the idea which is indicted in Appendix-IV, Table-4, I am happy with ETC's salesperson in way that provide customized information to customer about the product, the result clearly stated that, 51(13.67%) strongly agreed on the above mentioned idea, 82(21.98%) respondents agreed, 15(4.02%) were neutral on the idea, 101(27.07%) disagreed, the remaining 124(33.24%) strongly disagreed on the idea given above. The combined result for the above mentioned statement (35.65%) strongly agreed or agreed. The mean is 2.56, which is less than 3. From this, the result demonstrated that ETC's salesperson do not provide precise customized information to customers about the type of services though, they have no detailed knowhow about the services they rendered. Due to this the

customers do not able to understand easily what ETC's services provide to the public. This is the major problem for customers to understand the feature of services that provided by ETC. This is due to the fact that ineffective communication between the salesperson and customers about the existing telecom products/services.

In view of the above fact, the interview were conducted with marketing manager of ETC about whether there was effective communicating program development in the organization. According to him, ETC required careful planned that undergoes with identify public or customers with whom ETC need to communicating. This helps for ETC to decide what message should be sent to target market that ultimately used to carried out its own marketing objective. Since ETC is the only monopoly practiced company in a country, the company embraced different types of customers, in terms of their culture, religion, educational status, income, and etc. It has to pay practical attention for ETC to identify the target market to whom ETC need to have effective program based on the existing status of customers. This implies that salesperson can have and developed customized knowledge to have effective communicating procedure with customers, therefore as per the interview conducted, without having a proper way of identifying communicating strategy, ETC can not achieve its own ultimate objectives.

4.7 Diversification of Communication Channel

Table 1 Diversification of communication channel

No.	Statements	Respondents												
		Strongly Agree=5		Agree=4		Neutral=3		Disagree=2		Strongly Disagree=1		Mean	Total	
		Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per		Per	Fre
1	Advertising message of ETC communicated effectively to intended audience	52	13.94	73	19.57	14	3.75	126	33.78	108	28.95	2.56	100	373
2	Information about ETC easily accessible	45	12.06	112	30.02	14	3.75	94	25.20	108	28.95	2.72	100	373

As indicated in different literatures, diversification of communication channels helps for the company as well as customers. Customers be able to get necessary information about the product/services timely and adequately and feel that they are buying quality product and developed confidence on their purchase.

In relation to this, ETC's advertising communicated effectively with target customers, as indicated in Table-5, the result emphasized that 52(13.94%) strongly agreed on the indicated idea, 73(19.57%) respondents agreed on the idea given above, 14(3.75%) respondents were not willing to provide their comment for the above issue, 126(33.78%) disagreed, and the remaining 108(28.95%) respondents strongly disagreed on the idea given above. The combined result indicated for the above statement (33.51%) strongly agreed or agreed supported the idea. The mean of the above statement is 2.56 which is less than 3. From this, the result showed that based on the majority respondents, since ETC's services are intangible, most of customers get it problem to understand advertising message of ETC, because telecom technological services are very dynamic and difficult effectively to realize the existence and importance of services.

Furthermore, information about ETC is easily accessible and have many alternatives to get information about ETC and its services, the result showed in Tabl-5 above, 45(12.06%) strongly agreed on the indicated issue above, 112(30.02%) respondents agreed, 14(3.75%) were neutral on the given idea, 94(25.20%) disagreed, and the remaining 108(28.95%) respondents strongly disagreed on the statements given above. The combined result for the above issue (42.08%) strongly agreed or agreed. The mean of the above statements is 2.72, which is less than 3. From this, based on the majority respondents' idea, the result demonstrated that many customers have get difficulties to have information about ETC easily. This may result in wastage of customer's time and money in seeking relevant information in order to get services.

Generally, according to the interview conducted with marketing manager of ETC's, in relation with integration of advertising program with ETC's marketing activity in order to diversify communication channel, ETC reviewed the advertising program on the existing marketing activities within a given period by considering sales volume, profit, return or investment and including target customer. This generally helps to have attention for the company like ETC how to handle and maintain present and potential customer that used to carried out that a company hope to go and diversify ETC's communication channel with the existing marketing program that need to be achieved.

In addition, it would be important to consider and analyze responses of customers for open questions to have better understand problems of ETC's advertising and personal selling and get possible alternative solutions suggested by customers. Some of the responses of customers for open questions have direct relationship with the research objective and other did not have.

The open questions were two of which one was requesting customers to list possible problems they could identify in ETC's advertising and personal selling activities and other question was requesting customers to list possible solution for the problem they have identified.

Some of the major problems listed by customers have direct relationship with the research objectives that include inconvenient ad media and time, impoliteness of salespeople, unknowledgeable salespeople, unattractive advertisement, few numbers of salespeople, and lack of integration among communication channels. Some of the major problems listed by customers that do not have direct relationship with the research objectives include billing errors, poor customer handling, high services tariff and lack of speed service delivery especially during bill payment periods.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

This chapter focuses on the conclusion of the study. It covers summary of major findings, conclusion and recommendation of the thesis.

5.1 Summary of Findings and Conclusions

The theme of this study is customers' perception of the effectiveness of marketing communication practices specifically advertising and personal selling in Ethiopia Telecommunication Corporation. The study was conducted by distributing questioners to 400 customers from which 373 have been collected. The data collected showed on how ETC's advertising program and personal selling practices were effective in terms of the five main objectives of marketing communication , which include the ability to create awareness, ability to provide information, ability to change attitude, ability to build company image, and ability to enforce brand loyalty.

The demographic characteristics of the respondents were categorized into eight, gender, age, income, occupation, education, subscription place, subscription time and service type subscription. Male respondents are 54.70% and female respondents are 45.30%. The young respondents constitute 59.52% and old respondents are 40.48%. The young once are those whose ages are 35 and less and adult and old respondents are those whose ages are above 35. The respondents who are employed and unemployed are 74.26% and 25.74% respectively.

The educational level of the respondents who have diploma and below are 67.02% and 32.98% have respectively bachelor and above. The income level of the respondents who have below and above 500 birr income per month are

38.06% and 61.94% respectively. The time in which the respondents subscribed in ETC 54.44% have more than five years subscription time in ETC.

22.76% of the respondents are all telecom service users like mobile, interment, fixed, broadband, and other services provided by ETC.

The overall marketing communication practices particularly advertising and personal selling was measured using likert scale ranging from strongly agreed (5) to strongly disagree (1).

The summary revealed on investigating with ETC's advertisements effectiveness in creating awareness, based on the combined items that included, ability to remind and reassure and ability to provide information, the result of summary showed that more than 64% of the respondents agreed on ETC's advertisement effectiveness in creating awareness, which is one of the objectives of an advertising.

The study clearly pointed out the issue in relation to investigating ETC's advertising effectiveness in providing information based on the combined items include, providing awareness, ability to remind, and ability to have convenient media, the result demonstrated 60% of the respondents agreed on ETC's advertisement effectiveness in providing information, which is one of the objectives of advertising.

In addition the result revealed related with investigating ETC's advertisement effectiveness in changing attitude by considering the combined items including the ability to change attitude and the ability to maintain company status, more than 62% of the respondents agreed on ETC's advertisement effectiveness in changing attitude, which is one of the objective of advertising.

Furthermore, the findings on investigating ETC's advertising effectiveness in building company image in relation based on the combined items in relation which consists of the, the ability of ETC's advertising to harmonize with reality,

integrated marketing communication practice, and message contents, almost 52% of the respondents disagreed on ETC's advertising effectiveness in building company image. Thus, ETC's advertisements are ineffective in building company image.

The study also emphasized relating with investigating ETC's advertising effectiveness in enforcing brand loyalty based on having the combined items that consists of advertising ability to remind, reassure, harmonize with reality, and integrated marketing communication practice, almost 52% of the respondents disagreed on ETC's advertisement effectiveness in enforcing brand loyalty. Thus, this showed that ETC's advertisement has no significant contribution in enforcing brand loyalty.

The findings pointed out related to investigating ETC's personal selling effectiveness in providing information and creating awareness. The summarized result on the combined items showed including personal selling provide information, solve customer's problems, hopefully represent the company, and identify customer objections, on these almost 58% of the respondents agreed on ETC's personal selling effectiveness in providing information and creating awareness, which are two of the objectives of personal selling.

The result related with investigating ETC's personal selling effectiveness in building company image stated based on the combined items having on personal selling ability to solve customers' problems, maintaining the company status, and word of mouth communication possibility, the result summarized the above items that only 45% of respondents agreed on ETC's personal selling effectiveness in building company image.

The study also summarized that are underlined with ETC's personal selling effectiveness in changing attitude by considering the combined items on personal selling activity harmonized with reality, having sales presentation activities to meet customer's wants, and the ability to provide customized information about

the product/service, based on these, the result showed that only 52.94% of respondents agreed on ETC's personal selling effectiveness in changing attitude, which is one of the objective of personal selling.

In addition, the other result related with investigating ETC's personal selling effectiveness in enforcing brand loyalty. The findings were summarized by considering the combined item that includes personal selling ability to solve customers' problem, and word of mouth communication possibility. Based on these, the result showed that only 38.33% of the results agreed on ETC's personal selling effectiveness in enforcing brand loyalty.

Finally, to be conclude this study, the summary of analysis revealed that ETC's advertising is high moderately effective in providing information, creating awareness, and changing attitude whereas, ETC's advertising ineffective in building company image and enforcing brand loyalty.

Regarding personal selling the data analysis shows that ETC's personal selling is moderately effective in providing information, creating awareness, and low moderately effective in changing attitude, however, personal selling of ETC is ineffective in building company image and enforcing brand loyalty.

Moreover, the analysis of data revealed that ETC's advertising and personal selling are not performed in an integrated way to provide customers with consistent and reliable information.

5.2 Recommendations

The research project findings revealed that ETC has to improve its existing marketing communication practices in order to effectively communicate with its existing and prospective customers.

Therefore, it would be very important to pin point out and advise the ways and the area of improvement for management consideration. The following are the recommendations of the researcher.

- ❖ ETC's marketing communication is lack of integration. With the increase importance of diversifying communication channels, the need and significance of integration has to get due attention. The marketing department, which is responsible for management of most of the marketing communication channel, has to work closely and integrally with strategic business units (SBUs) especially with the zones under which salespeople are working to represent the company in its contact office. Therefore, front line employees must be informed first before any message is broadcasts through advertisement.
- ❖ The other problem identified by this study is lack of diversification of marketing communication channel, as there are different types of customers. It would be wise to diversify communication channels to reach the maximum possible target audience. In this regard, ETC has to prepare small leaflet which can provide information to customers on basic issues like what types of services ETC is rendering; the basic features of each service, the tariff during peak hours and off-peak hours, etc and distribute through its sales office outlets each time new customers visit ETC's customer contact points.
- ❖ The other problem of ETC's marketing communication is ineffectiveness of the existing communication channels. In this regard, lack of advertisement attractiveness in terms of short, precise, and decorated message and inefficiency of all call service centers. Therefore, ETC has to improve its advertising campaign by using different and attractive and styles to attract customers' attention and enhance customers' message re-call capacity. It also has to improve the efficiency of all call services center by training and supervising employees working at this service area and enhancing the company of the system to respond quickly to increasing customers' information query.

- ❖ The other issue that to get attention is the nature of telecom business. Since ETC is selling service products to customers, there is a need to follow special approach to communicate those service products to customers. In this regard, holistic marketing approach comes into the scene. In this holistic marketing approach which involves three types of marketing-external, internal, and interactive. ETC has to improve its advertising program effectiveness in the external marketing, train and motivate its employees to serve customers properly in the internal marketing, and empower and involve frontline employees to develop more interactive and confidential communication with customers in the interactive marketing. Therefore, ETC has to implement this holistic marketing approach in order to effectively communicate with customers.

- ❖ One of the complaints of customers in their response for the open question is the existing service tariff. Though the issue of high service tariff should be further studied, however, it is important to address the impact of communication on this problem. Among the reasons, why customers are complaining at service tariff is lack of knowledge of customers on how and when to use the services as communication media. One can observe people talking unnesassary issues through telephone, taking unnecessary long time and also during peak hours. Thus, ETC has give awareness to its customers in particular and public in general how they should use their phones and when to use them as well. Such awareness will benefit for both customers and the corporation. Customers will not waste their money unnecessary and ETC will also benefit from smooth traffic flow as calls are expected to decrease as a result of reasonable calls are expected to increase as customers will be willing to postponed their calls to off-peak hours if they are not urgent during peak hours. Thus, teaching the public should be one of the tasks of ETC's marketing communication system.

- ❖ ETC also has to developed effective communication system. In this regard, ETC has to make sure its marketing communication practice involves and follows the following steps. The marketing communication system should start by identifying target audience and continue in determining objectives, designing communications, selecting channels, establishing budget, deciding on media mix, measuring results, and managing integrated marketing communication. Therefore, it is important and mandatory for ETC to evaluate its existing marketing communication practice in terms of the above elements.

- ❖ Finally, since frontline employees could be one of the information sources due to their frequent contact with customers, it would be important to consider employees' feedback to improve salespeople's communication skill in particular and marketing communication channels effectives in general in communicating with customers. Therefore, ETC has to conduct employee survey like the one it did customer survey to get additional and important information for areas of improvement in order to have effective personal selling in way of handling present and potential customers.

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Appendices

Appendix-I

Table 2 Respondents' characteristics frequency statistics

Variables		Respondents	
		Frequency	Percent
Gender	Male	204	54.70
	Female	169	45.30
Age	18-25	106	28.42
	26-35	116	31.1
	36-45	68	18.23
	46-55	45	12.06
	>56	38	10.19
Occupation	Government employee	95	25.47
	Private employee	123	32.97
	Student	62	16.62
	Trader	59	15.82
	Others	34	9.12
Income	<200 birr a month	56	15.01
	201-500 birr a month	86	23.05
	501-1500 birr a month	101	27.08
	>1500 birr a month	130	34.86
Educational Level	Illiterate	12	3.22
	Primary and secondary	51	13.67
	Diploma	187	50.13
	Bachelor	105	28.15
	Masters and above	18	4.83
Subscription place	WAAZ	62	16.62
	NAAZ	85	22.79
	SAAZ	45	12.06
	SWAAZ	49	13.14
	EAAZ	65	17.43
	CAAZ	67	17.96
Subscription time	<1 year	56	15.00
	1 to 5 years	114	30.56
	5 to 10 years	121	32.44
	>10 years	82	22.00
Service type subscription	Fixed	146	39.14
	Mobile	142	38
	Fixed, Mobile, Internet and others	85	22.76

Appendix-II

Table 3 Reflection on marketing communication channel

No	Statements	Respondents												
		Strongly Agree=5		Agree=4		Neutral=3		Disagree=2		Strongly Disagree=1		Mean	Total	
		Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per		Fre	Per
1	ETC's advertising creates awareness to me	146	39.14	124	33.24	17	4.56	45	12.06	41	11	3.79	373	100
2	ETC's advertising guides me to reassures, reminds about the feature of its services	75	20.11	94	25.20	19	5.09	112	30.03	73	19.57	2.96	373	100
3	ETC's advertising helps to change my attitude on the services given by ETC	125	33.51	102	27.34	23	6.16	60	16.09	63	16.89	3.44	373	100
4	I believed that ETC's advertising is broad casted in a convenient media and time	78	20.9	91	24.41	24	6.43	81	21.72	99	26.54	2.91	373	100
5	I recognized that salesperson hopefully attract customers, confidently represent the company	82	21.98	45	12.07	8	2.15	98	26.27	140	37.53	2.55	373	100
6	Personal selling activities strongly help me to be familiar with the existing different telecom services, as result develop my awareness for services provided by ETC	75	20.11	113	30.29	11	2.95	65	17.43	109	29.22	2.94	373	100
7	I observed that ETC's salespersons have their own sales presentation activities to meet customer's wants	115	30.83	82	21.98	14	3.77	96	25.73	66	17.69	3.22	373	100

Appendix-III

Table 4 Personal selling as communication tool with customers

Statements	Respondents												
	Strongly Agree=5		Agree=4		Neutral=3		Disagree=2		Strongly Disagree=1		Mean	Total	
	Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per		Per	Fre
Salespeople are willing to solve customer's problem	43	11.52	90	24.13	25	6.7	74	19.86	141	37.80	2.48	100	373
Personal selling activities carried out by ETC's salespersons provide to me consistent message about its service	73	19.57	85	22.79	19	5.09	89	23.86	107	28.68	2.81	100	373
I reassured that ETC's advertisement is integrated with personal selling/integrated marketing communication practice/	79	21.19	83	22.25	15	4.02	94	25.20	102	27.34	2.88	100	373
Salespeople's treatment encourages customer to talk to third party about ETC (word of mouth)	81	21.72	72	19.30	21	5.63	80	21.45	119	31.90	2.77	100	373
ETC's salesperson help to build company image	82	21.98	108	28.95	12	3.21	79	21.18	91	24.39	3.02	100	373
ETC's salespersons have an ability to identify the real reason for an objections and handling customers objections	58	15.54	91	24.40	18	4.81	118	31.63	88	23.9	2.76	100	373

Appendix-IV

Table 5 Message content precise, short and convincing

Statements	Respondents												
	Strongly Agree=5		Agree=4		Neutral=3		Disagree=2		Strongly Disagree=1		Mean	Total	
	Fre	Per	Fre	Per	Fre	Per	Fre	Per	Fre	Per		Per	Fre
ETC's advertising provide adequate information about its services	146	39.14	136	36.46	14	3.75	35	9.38	42	11.26	3.83	373	100
ETC's advertising message more of believable, meaningful	96	25.73	112	30.02	9	2.41	59	15.81	97	26.03	3.13	373	100
ETC's advertisements provide clear message content to me as result builds company image	106	28.42	111	29.76	15	4.02	66	17.69	75	20.10	3.29	373	100
Salespeople's information help to change my attitude	84	22.52	114	30.56	12	3.22	87	23.32	76	20.37	3.11	373	100
Salespeople provide timely, clear and relevant information	116	31.09	119	31.90	24	6.43	58	15.55	56	15.03	3.48	373	100
Salespeople's information harmonizes with practical reality given by ETC that develop my conveniences on its services	54	14.47	101	27.67	28	7.51	88	23.59	102	27.34	2.77	373	100
I feel that ETC's salesperson willing to assist customer after sales	59	15.82	94	25.21	8	2.14	96	25.73	116	31.10	2.69	373	100
I am happy with ETC's salespersons in way that provide customized information to customers about the product	51	13.67	82	21.98	15	4.02	101	27.07	124	33.24	2.56	373	100
ETC's advertisement harmonized with reality	86	23.06	78	20.91	15	4.03	82	21.98	112	30.02	2.84	373	100

Appendix-V

Questionnaires

Addis Ababa University

Marketing Management Department

Questionnaires for Customers of ETC Telecom Services Users

Dear Ethio Telecom Subscribers, this questionnaire is designed to assess the effectiveness of marketing communication mix in Ethio Telecom corporation. Your responses will be treated confidential and used only for academic purpose. I am masters students of Addis Ababa University, department of Management Education.

Thank you in advance for cooperation

N.B: There is no need to write your name.

Please circle or Write appropriate choice for your answer

I. Respondent's Identification

1. What is your sex? a. Male b. Female
2. Please select your age group
a. 18-25 b. 26-35 c. 36-45 d. 46-55 e. Above 56
3. What is your occupation?
a. Government employee b. Private employee c. Student
d. Business person e. Other, specify _____
4. How much is your monthly income?
a. Below 200 birr b. 201-500 birr
c. 501-1500 birr d. Above 1500 birr

5. Select your highest academic or professional qualification
- a. Illiterate
 - b. High school and below
 - b. Diploma (10+1, 10+2, 10+3)
 - d. B.A/BSc degree
 - e. Masters and above
6. What services do you use?
- a. Fixed telephone
 - b. Mobile
 - c. Fixed, Mobile, Internet and others
7. How long do you be a customer of ETC?
- a. Below one year
 - b. Below five year
 - c. Below ten years
 - d. Above ten years
8. Where did you get your service?
- a. East A.A zone
 - b. Central A.A zone
 - c. South A.A Zone
 - c. West A.A zone
 - e. North A.A zone
 - f. South West A.A zone

II.

The herein under stated expressions have been intended to response for questions raised by putting “√” mark which is exactly show your judgment on the issue below.

1. Strongly disagree 2. Disagree
 3. Neutral 4. Agree 5. Strongly Agree

No.	Statements	Score				
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	ETC's advertising creates awareness to me					
2	ETC's advertising guides me to reassures, reminds about the features of its services					
3	ETC's advertising helps to change my attitude on the services given by ETC					
4	I believed that ETC's advertising is broadcasted in a convenient media and time					
5	I recognized that salesperson hopefully attract customers, confidently represent the company					
6	Personal selling activities strongly help me to be familiar with different telecom services, as a result developed my awareness for services given by ETC					
7	I observed that ETC's salespersons have their own sales presentation activities to meet customer's wants					
8	ETC's salespersons provide to me consistent message about the services					

No.	Statements	Score				
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
9	Salespeople are willing to solve customer's problems					
10	I reassured that ETC's advertisement is integrated with personal selling (Integrated Marketing Communication Practices)					
11	Salespeople's treatment encourage customers to talk to third party about ETC (word of mouth)					
12	ETC's salesperson have an ability to identify the reason for an objections, handling customer objections					
13	ETC's advertisement provide adequate information about ETC's service					
14	ETC's advertising message more of believable, meaningful					
15	ETC's advertisements provide clear message content to me as a result builds company image					
16	Salespeople information help to change my attitude					
17	ETC's sales person help to build company image					
18	Salespeople provide timely, clear and relevant information					
19	Salespeople's information harmonizes with practical reality given by ETC that develop my convenience on ETC services					
20	I feel that ETC's sales person willing to assist customers after sales					
21	I am happy with ETC's salespersons in way that providing customized information to customers about the product/service					
22	ETC's advertisement harmonized with reality					
23	The advertising message of ETC communicated effectively to intended audience					
24	Information about ETC easily accessible					

Open-end Questions

25. Please, indicate the serious problems of ETC's advertising and sales service

(if any) _____

26. Please, indicate the alternative solution for the above problems mentioned

(if any) _____

III. Interview for Sales Managers of ETC

- i) How do you evaluate salespeople's performance in way of handling or attracting the present and potential customers?
- ii) What strategy does ETC develop to have effective communicating program in order to achieve its marketing objective?
- iii) What are the techniques or methods to evaluate ETC's promotional program effectiveness?
- iv) As sales manger of ETC, please explain marketing activities of ETC in relation with its communication objectives?
- v) Does ETC's advertising program reviewed based on the existing marketing plan?