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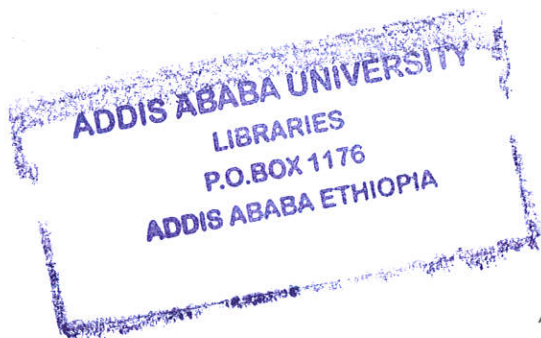
School of Graduate Studies

**Thesis Submitted to the Department of Business Education
in Partial Fulfillment of Masters Degree in Marketing
Management Education**

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**July 2010
Addis Ababa**

Assessing Marketing Practices in Social Organizations in Addis Ababa: The Case Study of AAHAPCO



By:
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Education in Partial Fulfillment of Masters Degree in
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Statement of Declaration

I **MAMO TEREFE HAILESILASIE** declare that this thesis entitled as, “**Assessing Marketing Practices of Social Organizations in Addis Ababa: the case study of AAHAPCO**” is my own original work. I have carried out the total study independently with the guidance and support of **Dr. WORKU MEKONNEN**. This study has not been submitted for the award of any degree in AAU or any other University.

Signature of the Researcher,

...*Mamo Terefe*...

CERTIFICATE

This is to certify that this study entitled “**Assessing Marketing Practices in Social Organization in Addis Ababa: the case study of AAHAPCO**”, is his, **MAMO TEREFE HAILESELASSIE** original research work, conducted under the guidance of **DR. WORKU MEKONNEN, AAU** towards partial fulfillment of the requirement for award of the Master’s Degree in Marketing Management Education, of the Addis Ababa University, Addis Ababa.

No part of this work has been copied from any other source. Material, wherever borrowed has been duly acknowledged.

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Mamo Terefe Haileselassie,

Addis Ababa,

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Abbreviations

1. *AAHAPCO* Addis Ababa HIV/AIDS Protection and Control Office
2. *CBB* Capacity Building Bureau, Addis Ababa
3. *CDC-Ethiopia* Center for Disease Control in Ethiopia
4. *EMSAP* Ethiopian Multi Sectoral AIDS Project
5. *KTBC* Kokeb Technology and Business College
6. *NPOs* Non-Profit Organizations
7. *NGOs* Non-Governmental Organizations
8. *PSAs* Public Services Advertisements
9. *SCM* Supply Chain Management
10. *UNDP* United Nations Development Programme
11. *UNICEF* United Nations International Children's Emergency Fund
12. *WFP* World Food Programme

ABSTRACT

The purpose of this study is to assess the marketing practices in NPOs in Addis Ababa in light of four P's of marketing elements at AAHPCO. To undertake this research, descriptive approach is adopted. Primary and secondary data sources used via questionnaire and interview survey techniques to the former and referring the existing data sets for the latter one. Moreover, statistical tools such as mean, standard deviation, variance and range are employed and a Likert scales is applied too. To make the study manageable as well as cost-effective, out of 100 (one hundred) population a total size of 50 samples were drawn by SRS method at Head and Kebele levels and purposive technique applied at sub city level. 'AAHAPCO' has developed marketing mix programs in light of marketing mix elements only for three of the four Ps such as products/services, place and promotion. Nevertheless, there are no programs set for pricing. Customers are receiving the services/goods freely so long as they fulfill the criteria stipulated by the organization. Besides, "AAHAPCO" does not have objectives in terms of new product/service development. Moreover, neither marketing department nor marketing professionals exist. Under "AAHAPCO" there is serious problem in coordinating and its marketing mix practices with different departments. Government took the lion share of the source of funds followed by foreign NGOs. Selective distribution strategy is applied under it in order to allocate its services/goods. Concerning promotion, persuasion and informative types of messages are used. Moreover, pamphlets are the first one used by this organization followed by broad cast advertising while newspaper took the third rank in order to advertise services/goods as well as the organization per se. At grass roots, unlike head quarter and sub cities, the study organization does not involve itself in any fund raising activities. The product/service program design in the study organization is based on the demands of both donor and client markets interest and its efficiency and effectiveness was also leveled as good in light of both markets. Therefore, it is recommended that 'AAHAPCO' should start working with 'Private sector fund raising' companies that help identify potential corporate partners in other industry sectors, including consultancy firms, food and clothing.

CHAPTER ONE

1. Introduction

1.1 Back ground of the study

Since the early 1990s, it has been clear that HIV undermine development in countries badly affected by the virus. Warnings about falling life expectancy, increasing numbers of orphans, extra costs for business and the destruction of family and community structures. These effects are becoming increasingly visible in the hardest-hit region of all, Sub-Saharan Africa, where HIV is now deadlier than war itself: in 1998; 200, 000 Africans died in war but more than 2(two) million died of AIDS. AIDS has become a full-blown development crisis. Its social and economic consequences are felt widely not only in health but in education, industry, agriculture, transport, human resources and the economy in general. As a result, AIDS is rapidly becoming the key issue for human security. (UN 2000, HIV/AIDS Report).

Addis Ababa HIV/AIDS Prevention and Control Office [AAHAPCO] is a charity based organization which was established in January 2001 with the objective of mobilizing multiservice programs at grass root levels in the fight against HIV/AIDS epidemic via different implementing organizations. Its mission is providing an effective and integrated HIV/AIDS prevention and control services to the residents of citizens of Addis Ababa by coordinating and building the capacity of governmental, non-governmental faith and community based organizations implementing such activities in the city (AAHAPCO: broacher; 2009).

The organization runs a number of preventive programs around the city in an effort to minimize the number of new HIV infections and rendering various care and support services to those who are infected with. The organization's main focus areas are behavioral change communication, prevention of mother to child transmissions, condom promotion and

distribution, prevention of sexually transmitted diseases, voluntary counseling and testing and universal precaution (Ibid).

However, 'AAHAPCO' is largely been observed ineffective in its attempt to address its objectives partially due to its management's unfavorable attitude toward marketing techniques. Often, this is disclosed with problems like the existence of weak bond between departments in the organization, many line managers were not well conversant with basic marketing techniques and have never applied a riffle approach to curve the problem nor collecting meaningful information concerning the prevalence's of HIV/AIDS.

In this study, the significance of nonprofit marketing and its vital principles were assumed to be essential for the organizations the case at hand in particular and in the nonprofit sector in general, so long as they appreciate and understand what marketing is and what it does for them. Hill (1991) puts his advice this way; "nonprofit organizations typically have, however, a limited concept of marketing even though they attempt some aspects without calling it marketing. However; the significance of nonprofit marketing will increase as the people in these organizations understand what marketing is and what it can do for them" (p.293).

Hill's statement is supported by Perreault and McCarthy (2002) which he stated as," the marketing concept and practices are important for 'NPOs' as it is for business firms. Prior to 1970, it is known that only few people in NPOs paid attention to the role of marketing." However, the concept of marketing, further developed since then and seems widely recognized to be applied to all firms be it public, private, and non-profit organizations (p. 41).

In line with what is recommended by theoreticians and practitioners; AAHAPCO should realize that without an effective marketing program and efficient implementation, it will not succeed long in the future. This is true partially because of shrinking government subsidies, a decrease charitable contribution, and other unfavorable economic conditions.

The organization under study should strive daily to outdo the challenges encountered with methods available to this organization by making its goods/services offerings appealing to beneficiaries in the market as they would be subjected only to its own ingenuity. Such methods may include product improvement, a unique promotional campaign, a new twist in servicing, a change in distribution channels, or an enticing price adjustment (if it does exist).

This study attempts to assess marketing practices of the said organization in terms of the marketing mix elements (such as product, price, promotion and distribution). As a result of these, NPOs in the city of Addis Ababa in general and the organization under consideration in particular be able to turn to and apply marketing techniques as a possible solution to their problems.

1.2 Statement of the problem and Research questions

Given the proportion of adults infected with HIV and dying from associated diseases in Ethiopia in general the city of Addis Ababa in particular, it is inevitable that the business sector, as well as families, schools and other sectors, will feel the cost otherwise. Yet many companies (in common with many governments) have ignored the early warning signs and have not acted against HIV until sickness and deaths become too common to ignore. While experience suggests that HIV prevention is most effective when it is introduced very early on, before the virus gets a grip and the population of infected people becomes uncontrollably large (UN 2000, HIV/AIDS Report).

In many nonprofits organizations, including the one under investigation, there is no single person who has overall responsibility for marketing activities. Marketing may somehow seem less crucial, especially if no one understands what marketing is all about. Even when some leaders do the marketing thinking, they may have trouble getting unpaid volunteers with many different interests to all agree with the marketing strategy. Despite the importance of marketing, most nonprofit organizations were not at all comfortable with the idea of marketing. The basic problem is that most nonprofit groups did not think of themselves as running a business (Etzel et al., 1997, p. 517).

Generally, whether the firms focus is goods or services, for profit or non profit, the organization should first select and analyses its target markets and designing a coordinated marketing mix accordingly around a differential advantage(Ibid). Marketing program in AAHAPCO is not designed in such a way that spell out the nature and rational of marketing objectives and the hierarchy of objectives that follow there from (product, channel, price, promotional policies and strategies).

In contrast to commercial firms, NPOs must focus at two markets. One is the donor market and the other one is the client market (Etzel et al., 1997, p. 521). However, the implication of the above statement is that AAHAPCO should develop two different marketing programs too; unlike its current practices, in order to maintain satisfactions from both sides of the market and there by enhance its marketing performances.

On top of market diversity problems; AAHAPCO often have the challenging task of attempting to satisfy many diverse clients, all with differing aspirations and priorities. Thus, AAHAPCO must develop strategies and program to change with the times, modifying existing service offerings as necessary and perhaps to develop new versions, and if it is contemplating new ones, it should apply market research and surveillances. Moreover, there have been several problems pertaining to this organization's marketing performance; such as increasing competition among nonprofit organizations for funding, its lofty goal setting behavior and lack of measuring yardsticks for its outputs are worth listing and demands reconsideration by management (Ibid).

As a result of these, the organization would be able to improve its image and gain greater acceptance among donors, government agencies, mass media and consumers; since all of which collectively determine its success. More recently, AAHAPCO has come to face the challenge of making its resources cover its expenses at grass root levels. This is partially because it is often reckless to apply many of the marketing techniques such as product distribution techniques, new product development, promotional activities and the likes.

With respect to the pricing element, Etzel et.al (1997) recognizes that the gap between anticipated revenues and costs must be made up by contributors from donors market. As yet, there simply are no real guidelines for nonprofit pricing. Michael added that, NPOs may say fares, fees, fines, levies, donations, charges, tolls, rates, taxes, etc ... but like price, used to ration a scarce resource, although pricing becomes less important when profit making is not a goal (p.57).

However, AAHAPCO, amongst the various alternatives of setting price, used to apply only donors' pricing. This entails for the organization to have included some of the above pricing techniques so that it would be able to ration its products/services more effectively and efficiently to target groups (beneficiaries) in alignment to the standards expected by all parties involved. When dealing with NPOs, particularly in client markets, location deserves critical consideration in general sense. This is why NPOs (like AAHAPCO) often look for distribution strategy to make donor contributions easy and convenient (Ibid).

Put differently, the organization under study has come to look for various channel management strategies to boost its client satisfactions through broader and more product offerings with the objective of creating highest place utility pertaining its operation. As a result, the organization under survey will be able to effectively turn down the prevailing degree of customer compliance to the possible minimum level.

Last but not least to be investigated in this study is, the promotional tool used by the organization being investigated. Essentially, promotion is used to increase demand or to regulate it or to reduce the level of demand to the level where the case organization affords to provide. In this regard, Etzel et al identifies that, "some non-profit organizations may wish to use marketing communication techniques in their more conventional role of stimulating demand, otherwise; it is rarely used to improve or change the image of their products or services."

Problems usually exist in AAHAPCO's with respect to promotional techniques like miscommunication among and between lower levels operational areas and the techniques and the objectives of the messages were not aligned to the tempo of its audiences. Moreover; it has been spending larger amount of budget for training and development of various government workers under the guise of promoting its image. Consequently, AAHAPCO should have to consider other tools of communication such as: electronic and print media advertisings that will help build the organization's image.

To put in a nut shell that have been investigated in this research, AAHAPCO has yet unable to take the rosy advantages that marketing played in an age of changing consumer and donor attitudes and diminishing financial resources. Thus, this organization has come to use marketing tools in its respective area of operation to stimulate quick responses; accordingly, may be able to cope up with the ever fast changing market place conditions.

The study, therefore attempted to investigate how the four marketing mixes under NPOs in the city of Addis Ababa are practiced by taking AAHAPCO to represent the sector under consideration. To this end, an effort will be made to assess the marketing mix practices of the organization under study in terms of product, price, place and promotion activities. In order to address the problem more explicitly, the following basic research questions are formulated here under:

- Are the organization's products demand driven?
- Is the product planning program one and the same for both client and donor markets in the organization?
- What type of distribution plan is currently used by AAHAPCO?
- Is there any strategy for pricing to ration the services / products of the organization under investigation?
- What type (s) of promotional and communication techniques are used under AAHAPCO?

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study is to assess the marketing practices in nonprofit organization in Addis Ababa” ... the case with Addis Ababa HIV/AIDS Protection and Control Office (AAHAPCO).

1.3.2 Specific objectives

To address the general objective stipulated above, the study has the following specific objectives:

1. To determine whether the organization’s product offerings are demand driven or not.
2. To determine the nature of AAHAPCOs product planning program for its donor and client markets.
3. To identify the organization’s distribution strategy concerning products/services availability and easy access for its target groups.
4. To find-out the type (s) of communication technique used by AAHAPCO.
5. To see whether the concepts of marketing has got the necessary emphasis among and between staff members of ‘AAHAPCO’ or not.

1.4 Significance of the study

This study is relevant in since there have been almost no studies undertaken concerning marketing practices in nonprofit organization in Ethiopia and thus:

- This study would contribute much to the literature of nonprofit sector.
- It would also draw attention of the concerned bodies to be aware of the status of their practices with regard to marketing mix.
- In addition, the study would serve as a spring board to other researchers who want to study further the subject under investigation.

1.5 Scope of the study

This study thesis is tried to assess marketing practices of nonprofit organizations in Addis Ababa. In order to keep the study so manageable in terms of the given time and financial requirements, the study is accorded to 'AAHAPCO' and limited itself to the four marketing elements. Moreover, the study has only assessed two Sub cities and four Kebeles; these are Kirkose and Bole Sub cities. Two Kebeles from the said Sub cities were regarded out of ten Kebeles in the former and out of eleven kebeles in the latter one. More over, two sub cities were regarded out of 10 (ten) Sub cities in the city of Addis Ababa.

1.6 Limitations of the study

In an endeavor to investigate the nonprofit organizations marketing practices the case of "AAHAPCO", gathering sufficient secondary data relevant to the objective of this study have come to an acute difficulty. Moreover, lack of cooperation from the side of the organization observed particularly at sub cities, during the survey process perhaps reduces the rate of responses. On top of the aforementioned constraints, scanty available resources in terms of time and finance were equally contributed in downsizing the study on hand from becoming a complete undertaking.

1.7 Organization of the study

The study project has included five chapters that are structured sequentially as under. The first chapter entitled with "the problem and its approach" and containing sub-sections as introduction, statement of the problem, objectives of the study, scope of the study, Limitations of the study and the structure of the study thesis. The second chapter deals with related literature review to substantiate the study with theoretical framework as well as previous other findings if any and the third chapter has dedicated to methodology and method of the study. The fourth chapter encompasses those issues as data presentation, data summary and their manner of analysis and interpretations of the same. The fifth chapter, being the final chapter, essentially comes up with summary of major findings, conclusions reached and recommendations forwarded as its prominent sub-sections.

Chapter Two

2. Review of Related Literature

Under this chapter, different concepts, principles, theories, and previous research works are thoroughly reviewed through various sources like books, magazines, internet and so forth related to the concept of marketing, the NPOs and its approaches, the role of nonprofit marketing, NPOs' definitions, classification and objectives, and finally marketing programs for NPOs.

2.1 The Concepts of Marketing

Marketing has numerous definitions distinguished by several authorities and writers that altogether gave rise to continuous development of the marketing discipline so as to underpinning it with essentially notable principles, theories and concepts. Elam and Norton (1992) have defined marketing in their book as: "Marketing is a total system of integrating business activities designed to plan, price, promote, and distribute want-satisfying products and services to organizations and house holders at profit in a competitive environment"(p. 7).

Form the definition mentioned above, one can comprehend that profit making and competition are stressed terms which do not fit neatly into the roles of nonprofit organizations or government agencies. However it does not meant that many of the techniques and marketing function would not be applicable to nonprofit sector: Nonprofit marketers can adopt the philosophy and concepts of marketing of customer service, modified to meet their objectives.

Kotler (2003) a leading authority in marketing has distinguished a social and a managerial definition of marketing. Here is a social definition, that is, " marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others " for a managerial definition, marketing often has been described as," the art of selling products," however, " selling is only the tip of the marketing iceberg" (p. 9).

As Peter Ducker reminds us on how the concept of marketing is pertinent for the organization goal achievement, a leading management theorist, puts it this way:

There will always be need for some selling but the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fit him and sells itself. Ideally, marketing should result in a customer who is ready to buy? All that should be needed then is to make the product or service available (Davis, 1921, p.792).

However, before any meaningful discussion can take place about how the marketing function should be managed, it is vital to have a full understanding about the marketing concept. McDonald (1995) has gone so far as to declare, "The central idea of marketing is of a matching between a company's capabilities and the wants of customers in order to achieve the objectives of both parties. Thus, it is useful to conceive for marketing managers the notion of marketing mix as referred to as the four Ps, these being product, price, promotion and place" (p. 1).

According to Davis (1921) explained the issues as follows:

A total marketing program is a complex affair: Major reason for this complexity is the interactive nature of the elements of the program. Within the marketing strategy, the target market must be compatible with elements of the marketing mix. In turn, each element of the mix must be designed to be complementary. Finally, the total marketing program must be integrated with non-marketing functions of the firm (Davis, 1921, p.795).

Therefore, the organization has a daunting (difficult) task of integrating, implementing, and evaluating its marketing program properly and continuously. It can also be simply stated as: a well designed marketing program that is based on a thorough analysis of alternatives and sound decisions may fail as a result of poor implementation, for example. By and large, the

marketing concept is helpful in any type of organization since success is most likely when everyone pulls together to strive for common objectives that can be executed with the available resources. Likewise, marketing concepts, principle, theories, and techniques for nonprofit organization is so indispensable as to keep themselves up breast of the break neck competition as a result of decline earnings and increasing costs.

Kotler and McDougall (1985) pinpointed that, “marketing is currently attraction the interest of nonprofit organization such as colleges, hospital, police departments, museums, and symphonies”. Moreover, many cultural performance groups cannot attract large enough audiences. Even those that have seasonal sell-outs, such as Winnipeg symphony orchestra, face huge operating deficits every year (p. 20).

Hill (1991) by quoting Keith Blois and said that an organization whose prime goal is non-economic. However, in pursuit of that goal it may undertake profit making activities. Although their purpose and behavior will often differ from that of a typical profit making company, it is now profoundly accepted that the marketing techniques and tools are of value to nonprofit making organizations (p. 294).

2.2 The Nonprofit-Sector and Its Approaches

Hill (1991) has explained five points of departures with sufficient details as there are sufficient reasons for the nonprofit organizations to maintain distinctions in a number of grounds as compared to that of a typical profit oriented company. Less precise objective: fortunately, companies that have profit making priorities can easily gauge their performance using quantitative and qualitative methods, such as market share, volume terms, interim targets, against which progress could be monitored, and, if necessary, remedial actions would be taken (p. 294).

However, if your objective is helping the needy, or providing a good education, both the nature of the objective and the organization's success in attaining it are much less clear. Hence, nonprofit organizations are often afflicted by this kind of philosophical debate, which

can make them difficult to manage as their objectives are unclear and immeasurable with different yardsticks unlike commercial organizations (Ibid).

Multiple publics: all companies are faced with quite a number of different collaborator and stake holders such as customers, employees, shareholders, unions, and the local community, public bodies ,etc., all of which then be treated as relevant target audiences. However, there is little doubt that, unlike its commercial counterpart, customers are unarguably the most important public whose needs must be met above all others. From the foregoing illustration, one can deduce that nonprofit organizations have not reached out for maintaining satisfaction among and between the diverse publics involved (Ibid:295).

Attracting resources: is the third major rationale that distinctively put non profits so differently from that of for-profit organizations. Hill (1991) explained it as, " There is often a lot of competition for resource, and, in the case of charitable donations, funders are often being asked to part with money or other gifts in return for no clear tangible benefits. Moreover, Perreault and McCarthy (2002) have also believed in what is hierarchically explained by Hill as the crux of the marketing situation is that," Just as most firms face competition for customers, most nonprofit firms face competition for resource and support they need" (p. 42).

Outputs are not measurable: even if the organization's objectives are clear, ways of measuring its level of attainment of those goals may be far from obvious. Hill (1991) went on explaining by taking one instance, this way. "One could, for example, judge a doctor by how many patients she/he sees each day, and pay him accordingly. However, this does not in any way assess how well she/he deals with those patients. Hence, it measures activity but not result" (p. 294).

Political pressures: A change in government often leads to radical changes in management and operational style which can be very difficult for staff and clients to adjust to. Similarly, management of nonprofit organizations very often does not have full control over the destiny of the organization (Ibid).

2.3 The Role of Marketing with in Nonprofit Organization

Interest in marketing is intensifying as more organizations in the business sector, in the international sector, and in the nonprofit sector recognize how marketing contributes to improved performance in the market place (Kotler et al. 1985, p. 22). Above all, organization is trying to satisfy some group of consumers in some way with this respect, Perreault and McCarthy (2002) reprimand that adopting the marketing concept that helps to bring success with the available resources so long as a collaborative effort is made towards that end (p.43).

It is also imperative for the organization to consider the values of adopting the marketing concepts and principles from the angle of marketing ethics as well as broader challenges and issues of social responsibility. This is because, the marketing concept involves a companywide focus, and it is a foundation for marketing ethics common to everyone in an organization and helps to avoid such problems (Ibid).

According to the words of Czinkota and Kotabe (2000) nonprofit organizations have reached on terms that, "the measure most frequently suggested appears to be match." Hence, nonprofit organizations should seek the best match between the use of their resources and the needs of their customers or clients. One apparent complication in the case of the sector under consideration is that there are several types of customers. In addition, Czinkota and Kotabe (2000) stated out as:

The clients for the organization's service, those who decide who the clients will be, and the donors of the funds to provide that service. Each of these groups has to be marketed too separately. As a result, there may be multiple objectives and activities perhaps subject to public scrutiny (Czinkota and Kotabe, 2000, p. 8).

From the discussion presented above, enough reasons are there to conclude that the nonprofit is no different from the for-profit organization, which has to deal with shareholders; management, employees, suppliers, and customers, virtually all of them might have different

goals and requirements. Conclusively, good marketing is an excellent way of increasing the bottom line profit figures for profit making organizations. On the other hand, employees of the nonprofit sectors frequently have difficulty in seeking how marketing applies to their own organization. In this regard, however, Czinkota and Kotabe (2000), vividly stretch his advice this way: "big and small charity has to decide who its clients are and what their needs are, before communicating with them using market research" (p. 9-10).

The key to the success of marketing is adopting the customer's viewpoint and then this customer focus can be applied to almost all sorts of organizations, even those in the nonprofit sector that have conventionally viewed themselves as exempt from normal commercial processes (Ibid: 3). The American Marketing Association (AMA) defined marketing as, "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services to create exchanges that satisfy individual and organizational goals" (Kotler, 2003, p.26). Given that every company operates in a complex and changing marketing environment, similarly nonprofit organizations operate in the same dynamic, fast changing environments. In this regard, Philip Kotler (2003) forward his point of view read as,

alert companies will periodically re-examine their objectives, strategies, and tactics. They will rely on marketing as the main stream for monitoring and adopting to the changing market place reaching to the conclusion as marketing is not simply some advertising and sales force activity but rather a whole process for marketing the company to its best marketing opportunities (Kotler, 2003, p. 27).

Lately, more service firms are taking an interest in marketing. The extent and importance of marketing in the service sector increases as competition intensifies, as costs rise, as productivity stagnates, and as service quality deteriorates are some of the reasons (Kotler, 2003, p. 408). More often, in the commercial sector, research has shown that there is a direct link between long run profitability and the ability of a firm to understand its customers' needs and provide value for them (McDonald, 1995, p.5).

McDonald (1995) further announces that, in the not for profit sector, customer satisfaction is obviously a proxy for profitability. As Mitchell (1994) under the issue of marketing business reminds us ironically as, "the marketing department is responsible for marketing is like saying love is the responsibility of one family member." It is equally absurd suggesting that the personnel department should actually do personnel management, with all other managers in the organization having nothing to do with people. Indeed, it is such myopic functional separation that got most organizations in to the mess they are in today (p.12).

2.4 The Nonprofit Organizations: *classifications, Definition, Objectives and particularities*

In this section, the nonprofit organizations' definition, classification, objectives and containing are being discussed as follows.

2.4.1 Classifications

The term 'nonprofit ' simply refers to 'not being commercial motivated.' Nonprofit organizations, however, can, do, and should make profits. The magic phrases are where profit come from, how much is made, and what is done with profits, that helps establish if the organization is " nonprofit" or for profit organization as Lahle (2008), about commercial guide, has figured out three basic types of nonprofit organizations; namely: In formal nonprofit organizations, Incorporated nonprofit, and Tax exempt organizations (p.10-13). Each of them is clearly discussed as under.

Informal 'NPOs' can simply be established by those who have an intention to provide support or services to benefit others. There are no special benefits in being an informal nonprofit, other than personal satisfaction in helping others, but there may be certain legal liabilities. Information 'NPOs' are not, and cannot be, tax exempt organizations; therefore, it is imperative to talk with a tax accounting professional whenever you plan to deduct expenses, receive donations, or change any fees and discuss about possible legal liability risks with an attorney (Ibid).

The second class of nonprofit organizations is an incorporated type of nonprofit organizations. It is formed by incorporating in a particular state to form and be recognized as corporation. The corporation 'owns' itself, and therefore, can own its own property, have its own bank account, take out its own loan, and can continue on its own even if the founder leaves the organization. Moreover, nonprofit corporations can be classified in many ways, including as a public benefit corporation, public charity, or educational foundation. Differently nonprofit corporations may be formed to benefit members of an organization (a club, or mutual benefit society) or for some public purpose (such as a disaster relief, social assistance programmes, or youth development programs) (Ibid: p.12).

The tax exempt organizations are nonprofit corporations that must file with the Inland Revenue system as a separate step in order to receive tax exempt status. That is an organization cannot receive tax exemption unless it has first formed as a corporation with an accepted charitable structure and purpose. To sum up, the basic advantages and disadvantages of establishing a nonprofit vary considerably depending upon the type of organization being created. Tax exempt organizations may be eligible for retail discounts, reduced postal rates, and can provide tax receipts to donors whereas non tax exempt organizations may not give tax receipts (Ibid: p.13).

2.4.2 Non-profit organizations' definitions

Launched in 1990, The John Hopkins non-profit sector project is a major project that has been engaged in seeking definition for the non-profit voluntary or third sector and examining what it contains. An effort made to arrive at a common definition, the project identified four types of definition. As Daniel (2005) remind us, the legal definition, the economic /financial /definition, the functional definition and the structural definition (p.30-34).

The legal definition means adopting the definition given to this sector by the country's law. The situation in Ethiopia in defining NPOs from legal perspective can be stated and taken from (Federal Negarit Gazeta, 2009, February 13).

Ethiopian charities or Ethiopian societies shall mean those charities or societies that are formed under the laws of Ethiopia, all of those members is Ethiopians generate income from Ethiopia and wholly controlled by Ethiopians. However they may be deemed as Ethiopian charities or Ethiopian societies if they use not more than ten percent (10%) of their funds which is received from foreign sources.

The economic or financial approach to define NPOs' focuses on the financial sources that the sector is relying on. Daniel (2005) in his research thesis pinpointed that, "economic activity is of five major sectors such as; non-financial corporations, financial corporations, government, households, and non-profit sector. Thus, under this condition, only these organizations that receive half or more of their income from households on a contributory bases are considered to be "non-profit organization serving households" (p.33).

The functional definition of the non-profit sector puts emphasis on promoting public interest as the major activity of organization in the sector (Ibid). Another functional definition given by Salamon and Anheier (1997) as Daniel (2005) wrote, which has a narrower scope and defined the non-profit organizations as "groups of people who join together voluntarily for some common or shared purposes and interact in a spirit of mutuality" (p.32).

Among the four definitions, The John Hopkins Non-profit sector project adopted "the structural-operational" definition on the basis of its being relatively economical and significant, its considerable combinatorial richness and organizing power (Ibid: 33). The structural and operational approach defines the nonprofit sector as a collection of entities that manifests five crucial features. Those elements are listed as "they should be organized or institutionalized to some extent, they should be private (they should be separate bodies from the government), they should be non-profit distributing (i.e. not returning any profits generated to their owners or directors), they should be self-governing (that is there should be some degree of voluntary input either in the conduct of the organization's activity or its management) (Ibid: 34-35).

From the perspective of the structural operational definition, the notion of the non-profit sector rather closely resembles the concept of civil society that operates outside the state and the market. Following this definition, organizations which incorporated within the nonprofit sector are including such organizations that are engaged in culture and recreation education

and research, health, social service, environment, development, housing advocacy, philanthropy, religion, business, professional association and unions (Ibid: 44).

2.4.3 Objectives for Nonprofit Organizations

In case of NPOs the objective may be even less clear. Five main reasons are suggested by Czinkota and Kotabe (2000) to account for the differences vis-à-vis commercial organizations. They are: first, ambiguous goals are happen frequently as more actors and groups of actors are involved in NPOs. Second there is lack of agreements in means-end relationships. Perhaps this is evident even where there is consensus on the goal although there may be disagreement on how to get there. Third reason since NPOs seem to be exposed more environmental turbulence or change than commercial ones. The fourth reason attributed to an immeasurable of out puts is due to the fact that NPOs do not have the classically convenient simplicity of bottom line profit. And the last but not the least logic spelled out so forcefully in the author's book is that blind effects of management intervention together with the lack of precision caused by these four factors discussed above (Czinkota and Kotabe, 2001, p.29).

Although NPOs objectives are not concise, they nonetheless provide sense of purpose and a basis for control. Fortunately, Kotler and Andreassen (1996) suggest some possible feasible objectives for such organizations as indicated here under:

- Surplus maximization-equivalents to profit maximization
- Revenue maximization-just as for profit making organizations
- Usage maximization- maximizing the number of users and their usage
- Usage targeting -matching the capacity available
- Full cost recovery- breaking even point.
- Partial cost recovery-minimizing the subsidy
- Budget maximization-maximizing what is offered
- Producer satisfaction maximization- satisfying the wants of staff (Kotler and Andreassen, 1991, p.307).

Perreault and McCarthy (1999) believed that in an NPO, it is some times more difficult to be objective in evaluating the benefits (out comes) of different activities relative to what they cost. However, they proclaimed to this issue and underline that if everyone in an organization should agree to some measure of long run success which helps and serve as a guide to where the organization should focus its effort (p.41).

2.5 Marketing Programs for Nonprofit Organizations

Lake, Laura (2009) about dot com guide has stipulated eight basic steps or procedures to marketing the non-profit organization. It is vividly clear now that marketing is yet an unfamiliar concept for any NPOs. It is important for these organizations to understand nevertheless that marketing is more than just the old sense of making a sale or obtaining a donation. Laura lake further noted that marketing is a way to satisfying the consumer and donators needs', but where does the nonprofit organization start with? Below are eight steps that will get you started in brain storming marketing ideas that could make a significant difference in the bottom-line setting of a specific non-profit organization (Lake, 2009, about dot com guide).

Define your target market, through undertaking research in similar organizations and association.

Determine the desired outcome of your marketing efforts. That is identifying the virtual consumers felt requirements and desires and delivering the right kinds of offerings accordingly.

Based on the information gathered in step 1 and step2 above, or documents, the nonprofit organization should develop brochures and marketing materials that describe the benefits, services, donation opportunities, and values of the organization

Develop a social marketing strategy; this means that, Social media can definitely provide with techniques to reach out to those interested in a specific NPO in a low cost and effective way. Social media like face book works great when it comes to reaching those who are passionate about causes that individuals hold dear to their hearts.

Develop and maintain a professional internet marketing presence by creating a web site. Using a web site as a great resource to display useful information, news, monthly newsletters, events, create community, share alternates to donating money, and show case the benefit of the intended nonprofit organization.

Research and maintain a data base for prospects and customers of the organization. Those information which is piled in the form of data base will ensure the organization at performing best with relationship and network marketing better than the competition for various application the techniques used for this purpose are : special mailings, follow-up telephone calls, events invitations, alliance development, research profiling and market segmentation, for example.

Show and advertise the results and objectives that the organization seeking to achieving. There by the organization will find it so effective to show case those that are receiving benefits, inversions, activities, and projects. In the end, NPOs are always actively looking for alliances with other organizations, commerce, government, advertising media, and business. This final step alone often brings the most benefit to nonprofit organizations.

2.5.1 Service packages offered by NPOs

Kotler (2003) defines a service as follows. "A service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product" (p. 444). According to Gronroos (1996) services have four major characteristics that greatly affect the design of marketing programs; intangibility, inseparability variability and perish ability. These notable features of services largely and commonly referred to as limitations of services packages. These in turn implies for the service providers to work against the nature of services through a number of marketing tools so as to manage the service quality, to increase the productivity of service providers, and to match the supply of services during peak and non peak periods with market demand (p.36).

The point is that public agencies need to adopt the identical concern for service quality found in private industry that calls for researching citizen needs and expectation, setting up the service delivery system, training & motivating employees to meet the expected standards, and implementing a continues service delivery improvement process (Kotler, 2003: 446).

Similarly to standardize the quality of their operations, some non-profit organizations are copying the operating structures used by commercial franchise systems. Providing local units with managerial expertise, performance evaluation, marketing guidance, and purchasing services in exchange for free, this provides the local unit with policies to achieve consistency in all its operation, a high level of managerial expertise, and valuable operating economies (Etzel et al. 1997, p.524). Inseparability, variability and perish ability should be given due emphasis. The importance of branding for organizations can be revealed through different aspects. Branding is the impression that organizations make, the experience people have with is expressed by everything that represents the organization. Glick Sally, explained why branding is so important and for what purpose branding is essential: The treatments NPOs receive from volunteers and staff, the type of board members who represent the alliance organizations form and so forth. Therefore, branding and brand equity enables donors, volunteers, sponsors and the community to immediately recognize, value and trust placed on a specific organization that distinguishes one from competition.

2.5.2 Pricing in NPOs

Most pricing theory talks in terms of products, but for services a potential additional complication is that some service providers tend to have different terms for price; such as admission, tuition, cover charge, interest, fee, point, and so on. However, the mechanisms for determining that price are much the same with only marginal difference (Ibid). Three instances are dealt and discussed further below:

- . **Negotiation** - in view of the variability of the service being offered, there may be more scope for individual negotiation

- . **Discounts** owing to the perish ability of the service; there may be incentives to use it at unpopular times like off-season air fares, matinee(afternoon performance) prices for movie

theaters, and so on. The third point of departure in case of service is quality vs. higher-price relationship, to demonstrate quality which is usually much more intangible in a service), may be more prevalent. Obviously, Non-profit organizations are known to provide services predominantly than physical goals to their needy customers. There also has overtly blurred understanding among marketers and other involved groups as to how exactly fixing a price to services being offered. The majority of service giving organizations as well as NPOs is known to apply a perceived value pricing techniques /methods. Perceived value pricing as explained by kotler (2003) in such a way that it inculcates several elements, such as the buyers image of the product performance, the channel deliverables, the warranty quality, customer support, and other attributes such as the suppliers reputation , trust worthiness, and esteem are worth mentioning here (p.459).

Furthermore, each potential customer places different weights on these different elements, with the result that some will be price buyers, others will be value buyers, and still others will be loyal buyers. As a result, for value buyers, companies must keep innovating new value and aggressively reaffirming their value (Kotler, 2003, p. 482). Clearly, the situation becomes more perplexing in the case of nonprofit sectors where pricing seems largely irrelevant to them. Even so, there are a number of such organizations that still charge for their services while having charitable status and, accordingly, are not allowed to make a profit (Ibid: 308).

It is frequently the case that the term surplus is interchangeable in these organizations (NPOs) with profit, and they behave in exactly the same way as profit making organizations. Typically, in the government sector; however, there remain a large number of organizations where no money changes hands. That is simply to state that no price exist what then is the mechanism to allocate the services to users under NPOs? In some instances like the need to health can be determined by doctors and queuing through an organ of transport waiting lists, for example (Ibid).

From the aforementioned illustrations, it is possible to conclude that many aspects of pricing are, therefore, not fully applicable in the nonprofit sector (arena). On the other side of the spectrum, Some of the principles can still feasibly be applied if price is replaced by the perceived value of the consumer as has been given by some Authorities above. Thus, the consumer may often place a high value on the service, and this can be dealt with much as price itself. The implication for NPOs (which virtually rendering services) is that they have to appreciate the value that their consumer attaches on the service in order to maximizing customer satisfaction at best. Originally, much of pricing theory is derived from the body of economics. The basic idea is that demand will be different at each possible price and it is normally assumed to fall as price increase. Similarly, supply is expected to increase. In economics, therefore, the basis of price is the balance between supply and demand, and it is technically often called market clearing price (Czinkota and Kotabe, 2000, p. 307).

2.5.3 Promotion in Non Profit Organizations

Despite the fact that services follow much the same pattern of promotion as physical goods, there may be some differences. According to Czinkota and Kotabe (2000) these points of differences are worth illustrating as under:

1. Personal selling and employees; due to the inseparable characteristics of services, perhaps the majority of the staff in effect becomes sales personnel. To win the support of employees providing the requisite quality of service, advertising may have to target employee as much as the external customers (p.396).
2. Word of mouth recommendations by loyal customers may be more important, particularly for those services like personal services that are based on local branches with relatively small market areas (Lovelock, 1994, p. 204).
3. Tangibility: The promotional campaign needs to make the intangible tangible, possibly by the use of symbols and images in the mind of the customers,
4. Consistency: It is important that the service and its promotion maintain consistency to deliver what was promised. Personal selling and word of mouth as part and parcel of the promotional mix are often used and applied by nonprofit making organizations

specifically and for services sectors predominantly. Modern marketing calls for more than developing a good product, pricing it attractively and making it accessible to target customers (Kotler, 2003, p. 585).

Kotler (2003) has recommended persistently for companies to be aware of such matters as to how and what messages to communicate with present and potential stake holders, and with the general public. Needless to say however that marketing communication mix-consists of different parables like advertising, Sales promotion, public relations and publicity, personal selling and direct marketing. Nevertheless, marketers must examine the distinct advantages and costs allied to each promotional tool (p.586).

Czinkota and Kotabe (2000), have also noticed that, " Service Providers in general follow the same fashion as manufactures of goods but messages are of different in terms of detail and content. However, employees at nonprofit organizations possibly fail to see any requirement to sell or promote their products /services. As a matter of fact, nonprofit making companies still have to communicate with their customers; they need to let their customers Know that the organization exists, what the organization offers, and how they can use it and hence surely close any gap that exists between current public perception and the image sought to be cultivated. Thus, marketing a nonprofit organization takes the need for a new sense of satisfying not only the consumer but also the donor's needs; And then using marketing resources to learn new avenue of how to market so effectively the same "(p.396).

About's nonprofit guide; Robbs (2008), put emphasis on how to capitalize campaign fund raising that will painstakingly help a nonprofit organization better understand a capital campaign process. Once more, adopting a consistent marketing communications approach will help to executing the following strategies.

According to Sally, chief marketing officer in Sobel and Company forwarded a nonprofit marketing strategy as follows:

- ❖ Enhance your reputation through name recognition (Image building).
- ❖ Build membership.
- ❖ Strengthen existing donor relations and increase donations.

- ❖ Connect with new donors.
- ❖ Raise attendance at events and.
- ❖ Generate momentum and support for the organization and its programs.

Advertising under NPOs

Advertising, a form of commercial mass communication designed to promote the sale of a product or service, or a message on behalf of an institution, organization, or candidate for political office. Advertising spending worldwide now exceeds \$350 billion per year. In the United States alone about 6,000 advertising agencies help create and place advertisements in a variety of media, including newspapers, television, direct mail, radio, magazines, the Internet, and outdoor signs (Lewison, 2009).

Most advertising is designed to promote the sale of a particular product or service. Some advertisements, however, are intended to promote an idea or influence behavior, such as encouraging people not to use illegal drugs or smoke cigarettes. These ads are often called public service ads (PSAs). Some ads promote an institution, such as the Red Cross or the Country's Defense Army, and are known as institutional advertising. Their purpose is to encourage people to volunteer or donate money or services or simply to improve the image of the institution doing the advertising (Ibid).

Types of Advertising

Advertising can be divided into two broad categories—consumer advertising and trade advertising. Consumer advertising is directed at the public. Trade advertising is directed at wholesalers or distributors who resell to the public. Consumer advertising can be further divided into national advertising and local advertising. National advertising usually attempts to create awareness among the public of a product or service or it tries to build loyalty to a product or service. Local advertising is aimed at informing people in a particular area where they can purchase a product or service. Advertising to the public may take the form of institutional advertising, image advertising, informational advertising, or cooperative advertising (Robbs, Brett, 2008, p. 326).

Institutional advertising seeks to create a favorable impression of a business or institution without trying to sell a specific product. This type of advertising is designed solely to build prestige and public respect. For nonprofit institutions, such advertising helps support the institution's activities by encouraging blood donations or cash contributions for the work of an organization like the Red Cross. A for-profit business has other reasons for improving its reputation rather than trying to sell a particular product. In some cases a large company may sell a diversity of products. As a result, there is more value and greater efficiency in building a brand image for the company itself. If consumers learn to have a high regard for the company, then they are more likely to have a favorable opinion of all of the company's diverse products (Ibid).

Many advertisers prefer a strategy known as image advertising. These advertisers seek to give a product a personality that is unique, appealing, and appropriate so that the consumer will want to choose it over similar products that might fulfill the same need. Informational advertising seeks to promote an idea or influence behavior. Sometimes known as public service advertising, it may try to discourage young people from using illicit drugs or tobacco, or it may encourage people to adopt safer, healthier lifestyles. Cooperative advertising is an arrangement between manufacturers and retailers in which manufacturers offer credits to their retail customers for advertising. In addition, some organizations will match the amount that the retailer spends, sharing the cost of the advertisement (Ibid).

Print ads and Television commercials use a variety of techniques to deliver their messages. Testimonials and endorsements can lend both prestige and credibility to a product. Seeing an athletic superstar, for example, endorse a particular brand of athletic shoe makes the brand seem more prestigious and suggests that it must be good because a professional uses it. Superiority is also often demonstrated through product comparisons—for example, by showing that one brand of paper towels absorbs more spilled liquid than another or that in consumer taste tests one beverage is preferred over another. But because more and more competing products are virtually identical to one another, advertisers frequently use image advertising to distinguish their products. Image advertising surrounds the product with a 'halo of positive associations' by using the same character or theme year after year (Ibid).

Newspapers are the second most popular advertising medium after television, receiving about 22 percent of all advertising dollars. Newspapers enable advertisers to reach readers of all age groups, ethnic backgrounds, and income levels. Typically, advertising makes up about 65 percent of a newspaper's content and generates about 65 percent of a newspaper's revenue (Lewison, 2009). Most advertisers believe that newspaper ads fail to convey the kind of emotional images that build brand image. As a result, most newspaper advertising is done by retailers who use newspaper ads to provide timely information that can lead to immediate sales. Newspapers are particularly well suited to this role because most are published daily. Readers can clip coupons from the newspaper and cash them in quickly at local stores (Ibid).

Direct mail is the third largest advertising medium, attracting about 20 percent of all U.S. advertising dollars. Direct mail advertising, as the name implies, is advertising that is sent directly to people by mail, usually through the postal system. Increasingly, however, electronic mail (e-mail) is being used as a direct mail device. Direct mail can be as simple as a single letter or as involved as a catalog or an elaborate e-mail known as HTML mail that offers graphics and links to more information (Ibid).

Radio: According to Lewison (2009) attracts about 8 percent of all U.S. advertising dollars, making it the fourth largest advertising medium. Although national advertisers can buy national network radio time, 90 percent of all radio advertising is local. Unlike television which reaches a broad audience, the specialized programming of radio stations enables advertisers to reach a narrow, highly specific audience such as people who like sports or urban teenagers who listen to the latest styles of popular music. Because many people listen to radio while in their cars, radio also enables advertisers to reach prospects just before they go shopping.

Yellow Pages, the thick directories of telephone listings and display advertisements represent the fifth most popular advertising medium, attracting about 6 percent of total advertising spending. Almost all advertising in the Yellow Pages is local advertising (Ibid).

Magazines rank sixth in total U.S. ad spending, representing about 5 percent. Although newspapers reach all different kinds of readers, a magazine's specialized editorial content generally reaches readers who have similar interests. The relatively specialized, narrow audience of a magazine enables an advertiser to speak to those most likely to buy a particular product. For example, a manufacturer of mascara who advertises to teenage girls could use a magazine with editorial content aimed especially at teenage girls to reach that audience exclusively (Ibid).

Advertisements on the Internet often take the form of banners, buttons, pop-ups, and sponsorships. But the most important aspect of Internet marketing is that the World Wide Web allows advertisers to personalize their messages for individual customers. For example, when a customer visits a commercial Web site that person is often welcomed by name and is offered information about new products based on the type of products the person has purchased in the past. Moreover, the customer can then order the product immediately without venturing out to a store. By allowing advertisers to customize their advertising, the Internet enables them to build customer loyalty and generate stronger sales results.

Outdoor advertising is an effective way to reach a highly mobile audience that spends a lot of time on the road—for example, in commuting to and from work or as part of their job. It offers the lowest cost per exposure of any major advertising medium, and it produces a major impact, because it is big, colorful, and hard to ignore. The messages on outdoor boards have to be very brief. So outdoor advertising primarily serves as a reminder medium and one that can trigger an impulse buy (Robbs, Brett, 2008).

Transit advertising is mainly an urban advertising form that uses buses and taxi tops as well as posters placed in bus shelters, airports, and subway stations. Like outdoor boards, transit is a form of reminder advertising that helps advertisers place their name before a local audience. Most economists believe that advertising has a positive impact on the economy because it stimulates demand for products and services, strengthening the economy by promoting the sale of goods and services. Manufacturers know that advertising can help sell a new product quickly, enabling them to recoup the costs of developing new products. By

stimulating the development of new products, advertising helps increase competition. Bern Bach believed that advertising had to be creative and artistic otherwise it would bore people. He also believed that good advertising began with respect for the public's intelligence.

2.5.4 Service Sector Channels in Nonprofit Organization

The concept of marketing channels is not limited to the distribution of physical goods. Producer of services and ideas also face the problem of making their outputs available and accessible to target populations. Institutions in the service sector must figure-out agencies and locations for reaching a population spread out over an area (Kotler, 2003, p.509). In broader sense, distribution comprises channels and supply chain management. Channel deal with institutional linkages such as retailers and wholesalers, where as supply chain management addresses the processes underlying these linkages such as ware housing, transportation, and inventory management, and connects them from the supplier to the end user. The objective of both components is to provide a high level of customer service at a manageable cost although SCM: (Ibid) essential in the case of physical goods but not services, ideas and other product types.

The choice of channels such as agents, brokers, franchisee or electronic channels; the extensive, exclusive and selective coverage of channels; the skill and experts of channel members and their performance are the areas of where differentiation is a possibility (Lovelock, 1994, p. 17).

Retailing: Retailing is a business activity of selling goods and services directly to consumers. Instead of selling products for resale, a retailer sells goods or services to individuals making purchases for themselves or their families. Retailers play an important role in getting products from producers to consumers. Retailers help direct the physical flow of goods and services from places that produce goods to places where goods are used. Since the retailer has direct contact with the users of goods and services, the retailer can discover and attempt to meet the needs and preferences of consumers (Kotler, 2000, p. 512). According to Lewison (2009), a retailer must distinguish itself from other retailers and

develop a strategy for satisfying the needs and preferences of a specific consumer group and to remain successful. This strategy, called a retail mix, involves careful consideration of (1) the product to sell, (2) the quantity at which to make the product available, (3) the location at which to sell the product, (4) the time to make the product available, (5) the pricing of the product, and (6) the appeal that can be generated to attract the consumer's interest (p.205).

The Product: retailers strive to offer products that appeal to the tastes of the consumer, are of good quality, and function properly. Sometimes the product must also provide psychological and emotional benefits, such as prestige or convenience. For example, an expensive watch with a well-known, visible brand name may give its owner a sense of prestige.

Quantity: unlike wholesalers, who sell goods in quantities that often are too large to be useful for individuals or families, retailers sell products in small quantities that are more convenient for consumers.

Location: a retailer's location must be convenient. In locating retail stores, retailers consider the market or town in which they want to establish themselves, the part of town to be in, and the actual site of their store. In some cases, no store is involved because the right location for shopping for a product is the consumer's home or place of business. These retailers without stores, known as non store retailers, act as direct marketers by contacting customers directly through mail, the Internet, television, telephone, or other means.

Timing: retailers must make their products available at times when consumers are willing and able to buy them. Retailers identify consumer buying patterns and adjust such things as store hours, inventory levels, and promotional programs to accommodate consumers. Retailers also identify special times that generate opportunities to sell merchandise, such as holidays, changing seasons, and special occasions, such as weddings and school graduations.

Pricing: retailers use different pricing strategies to attract different consumers. For example, some stores use low or discount prices to attract economy-minded consumers, while some stores set higher prices to convey an upscale image.

Appeal: retailers work hard at creating an image of their store or product that customers find appealing. Retailers use such promotional techniques as advertising and public relations to create awareness and build interest in their products. These techniques also attract customers to the retailer's store, provide valuable information about the retailer, and persuade customers to buy.

More comprehensively known from goods- services continuum; pure services like education, consultancy and so on are essentially required more direct contact with the customer. Added to intangible characteristic of services, its inseparable nature has also greatly affected the way services are distributed. Finally, fluctuations or irregularities in the level of demand coupled with under utilization of resource at every service out let become critical.

CHAPTER THREE

3. Research Methodology

The suitable design for the study on hand was descriptive type of research. This is because of the fact that, this particular research approach has the advantage of maximizing the reliability and possibly minimizes errors that may arise in the course of investigation. Generally, this research thesis has used more of qualitative data than quantitative one. This is so since it was inculcating and attempted to consider these qualitative data obtained in survey method. Moreover, the study was largely employed first hand information with the help of survey techniques; more conventionally questionnaire and interview were -used for this purpose. To obtain primary data, three classes of samples were designed from three sets of population defined for this research purpose.

That the first sample category was drawn from the population of *AAHAPCO*, the second category has been selected from *Kirkose* and *Bole* sub cities and third sample category comprised and drawn from the population at kebele levels of the two sub cities; a total of four kebeles were assessed, of which two kebeles were selected from each sub cities. These triplets of sample division and the associated respondents were operational by using simple random sampling techniques at Head Office and kebele levels but for the second division (Sub cities) purposive sampling was employed; whereas, in selecting sub cities for study, convenient sampling method was applied.

Finally, all relevant data collected from both primary and secondary sources were analyzed and interpreted in accordance with suitable statistical compilations and manipulation so as to confirm and disconfirm to the variables and attributes vis-à-vis what is prescribed under the basic research questions.

3.1 Method of the study

To successfully undertake the research, descriptive approach was adopted and this method has been employed since the nature of study requires an accurate description and interpretation of different variables as they are happening in actual marketing practices of the organization under consideration (Tull and Hawkins, 1984, p. 32).

The commonly known survey techniques such as questionnaire and interview will be of paramount importance in order to gather pertinent data to the research topic being investigated. The required data obtained via questionnaire was systematically presented, summarized, tabulated and analyzed either separately or together with other data collecting methods. Moreover, likert scales and other relevant techniques or formulas applied for those data that were collected through direct interview forms.

Obviously, the appropriate statistical techniques and formulas like percentages, standard deviations, univariate analytical tools were of at most importance for this study. Moreover, chi-square and other tools employed in order to check the validity and reliability and then to establish sound theoretical base at the end of the research finding.

3.2 Data Collecting Techniques

For the sake of this study, both primary and secondary data sources were used. Questionnaire and interview techniques were set to obtain primary data from sample respondents with sufficient detail concerning the problem to be investigated. One set of questionnaire was designed that contained both open and closed ended formats, in order to obtain relevant and pertinent information, in such a way that it provides sufficient room for improvements on its design, sequence, content and dictions to confirm high rate of return and its effectiveness by launching to some respondents before dispatching wholly at the end.

Moreover, semi- structured and direct from of interview was conducted with sample managers at their respective offices. To supplement the primary data for this study, secondary data was surveyed. In this case, relevant sources such as books, magazines, polished and unpublished documents, and internet and similarly sources regarding the problem were consulted.

3.3 Sample Design

This research thesis technically confined to 'AAHAPCO', which is a nonprofit organization, as it is known to operate across all sub cities in Addisababa. Hopefully, this particular organization substantially symbolizes the nonprofit organizations' in the city in their practices and applications of marketing techniques. The above assumption is made since nonprofit subgroups, by their nature, are often much reluctant to apply the tools of marketing differently as their available means of their success factor. Subsequently, they are called late-adopters of the marketing techniques.

Therefore, this study, tried to assess marketing practices being undertaken in Kirkose and Bole sub cities. These two sub cities were selected since they have been found to be more convenient and legitimate for the study through purposive sampling techniques in terms of cost and time advantages for the researcher. Once again, by using purposive sampling techniques, a total of four kebeles were selected from two sub cities. To this end, the population in this research thesis comprised as follows: First, it has contained these population from AAHAPCO's head quarter; second, these population from the selected sub cities (Kirkose and Bole) and the third sub section of the total population were these who are working at kebele levels under the selected sub cities.

Therefore, forty five (45) number of staff and management bodies in the head office; 55 (fifty five) number of staffs and managers at the two sub cities were considered, of which 26 (twenty six) of them were belong to Kirkose sub city. Whereas the remaining 29 number of staffs and managers were taken from Bole sub city in which 5 (five) at sub city level whereas 13(thirteen) and 11(eleven) are from kebele 08/09 and 06/07 respectively. From Kirkose sub

city a total of 26(twenty six) have been considered and in which 6(six) at sub city level whereas 9(nine) were from kebele 17/18 and 11(eleven) were from 32/28 kebele. Hence, a total of 100(hundred) population were regarded for the purpose of this research thesis. At all stages, the number of samples were exactly fifty (50%) of the population so as to confirm its representativeness.

To make the study manageable as well as cost-effective, a total size of 50 samples were drawn of which 20 (twenty) were within head office and the rest of them from the population defined above using simple random sampling at the head office and Kebele levels and purposive technique at sub city level. Here is the procedure how simple random sampling method was applied; first of all, to capsule the operation, a three-digit number was assigned to all population on a slip of paper as they appear in the payroll register. Then after, a lottery system was conducted until the required sample size (20) was fulfilled.

Whereas; the techniques of sampling to be applied at two sub cities (a total population of 11) purposive in nature and thus six number of samples were selected. For sample kebeles which are under the selected sub cities with a total population of 44 (forty four); 24 (twenty four) number of samples selected by using random sampling method following the same procedure as described in for the first sample group.

3.4 Method of Data Analysis

The methodology that has been used for analysis of data from samples has been done in such a manner that the appropriate statistical tools such as percentage, mean, standard deviation and the likes have been set for computational purpose. Besides, the relevant statistical results obtained have been cross-checked for their relevance and accuracy using t-test and other formulas.

CHAPTER FOUR

4. Data Presentation, Analysis and Interpretation

As indicated in the first chapter, this research used data for in order to assess NPOs' marketing practices. For this purpose, primary data collected from sample respondents with the help of questionnaire and interview. Data obtained from the above mentioned sources are systematically presented after it has been classified in samples categories based on the levels of respondents' working offices. As a result of this, three categories of samples are formed for this purpose and the first were respondents from the head office (*AAHAPCO*). Second, respondents at sub city level (*Bole and kirkose*) sub cities and the third category is those sample respondents who are operating at grass root levels (Kebele levels) under the said sub cities.

This has been consciously done to investigate how strong or weak their integration is in light of the four marketing mixes (products/service, price, place and promotion) practices. The number of respondents reduced to 46 from 50 due to sample respondents' failure to hand over the questionnaire with in reasonable time range.

4.1 Characteristics of Respondents

Individual sample respondents were requested about-their personal characteristics and profiles such as gender, age, marital status, and work experiences and the responses they gave are summarized and presented in the table 4.1 as follows.

Table 4.1 Respondents personal data

S.N ^o	Attribute	Items	No of Respondents	Percent
1	Sex	Male	29	63%
		Female	17	37%
		Total	46	100%
2	Age Range	18-24	17	36.9%
		25-34	24	52.2%
		35-44	5	10.9%
		45-54	-	-
		55-65	-	-
		Total	46	100%
3	Marital status	Single	30	65.2%
		Married	16	34.8%
		Divorced	-	-
		Total	46	100%
4	Educational status	High school	-	-
		College Dip.	18	39.1%
		B.A/B.Sc	25	54.3%
		Post gradu. & above	3	6.6%
		Total	46	100%
5	Work Experience	0-3 years	30	65.2%
		4-6 "	7	15%
		7-9 "	3	6.6%
		10 & above	6	13.2%
		Total	46	100%

As depicted in the Table 4.1 above, 17(37%) of them were females while 29(63%) of the respondents were males. Of the total respondents, 16(34.8%) were married while the remaining 30 (65.2%) were bachelors. Concerning age categories of respondents, only 24 (52.2%) were with in the range of 25-34 years while 17(36.9 %) and 5(10.9%) were at age categories of 18-24 and 35-44 years respectively. With regard to the respondents educational level, 25 (54.3%) were a first degree holders while 18 (39.1%) of them have College diploma.

With regard to the respondents' work experiences, 30(65.2%) were serving in between 0-3 years while 7(15%), 3(6.6%), 6(13.2%) were serving the organization in the range between 4-6 years, 7-9 years, 10 and above years, respectively. As might be referred from the above figures, one can safely said that this organization is composed of young and fresh graduates of staff members that would help the study organization enthusiastically serve its customer. Moreover, the organization could thereby bring new ideas in to its system. Finally, this helps to get cooperation for the study in collecting primary data.

4.2 Marketing programs and Activities

Under this section different questions are combined in different tables with the intention of disclosing the organizations, under study, marketing programs and activities. Respondents, thereby, were asked to give their answers with four options provided as: 'Yes', 'No', 'I.D.K' and 'No response' - For the sake of better interpretation, their responses are separately analyzed by using percentage.

Table: 4.2 The Organizations Marketing Programs and Activities.

S/N ^o		Item	Respondent Division						Total	
			Head office		Sub City		Kebele			
			N ^o	%	N ^o	%	N ^o	%	No	% age
1.	I	Does your organization have developed Product/service programs?								
		a) Yes	7	43.25	4	66.7	8	33.3	19	41.30
		b) No	6	37.5	1	16.7	6	25	13	28.26
		c) I.D.K	1	6.25	-	-	9	37.5	10	21.7
		d) N.R	2	12.5	1	16.7	1	4.2	4	8.7
		Total	16	100	6	100	24	100	46	100
	II	Does your organization have developed distribution programs?								
		a) Yes	9	52.25	4	75	6	25	19	41.3
		b) No	4	25	2	25	8	33.3	14	30.43
		c) I.D.K	1	6.25	-	-	8	33.3	9	19.56
		d) N.R	2	12.5	-	-	2	8.4	4	8.7
		Total	16	100	6	100	24	100	46	100
	III	Does your organization have practice fund raising activities								
		a) Yes	12	75	4	66.7	3	13	19	41.30
		b) No	2	12.5	1	16.7	10	43.5	13	28.26
		c) I.D.K	2	12.5	1	16.7	8	34.8	11	23.91
		d) N.R	-	-	-	-	2	8.7	2	8.7
		Total	16	100	6	100	23	100	45	100
		Missing	0		0		1			
	IV	Have your organization practiced promotional activities?								
		a) Yes	10	62.5	3	50	3	12.5	16	34.78
		b) No	2	12.5	1	16.7	10	41.7	13	28.26
		c) I.D.K	3	18.75	-	-	7	29.1	10	21.7
		d) N.R	1	6.25	2	33.3	4	16.7	7	15.22
		Total	16	100	6	100	24	100	46	100

As indicated in the Table 4.2 above, sample respondents 7 (43.25%) and 4 (67%) at both head quarter and sub city level were confirmed that product/service programs maintained and developed in their respective organizations, where as 9 (37.5%) of Kebele level respondents do not know the prevalence of such program developments while 8 (33.3%) of them have acknowledged the programs. When the total response is looked, 19 (41.3%) confirmed that AAHAPCO has a well developed product/service program designed for its target beneficiaries while 13 (28.26%) of them disconfirmed that product/service is not yet fully developed in line to its target groups.

On the other hand 6(37.5%) and 1(16.7%) and 6 (25%) of respondents at head office, sub cities, and Kebele level respectively disconfirm this same question. There fore, from what is stated in the above percentile analysis, it can be concluded that the organization is developing service programs and performances to beneficiaries.

Under item II of the same Table above, concerning the distribution program and management, the vast majority of respondents 9 (52.25%) and 4 (75%) in head office and under sub cities have provided affirmative responses. Contrary to this, respondents of Kebeles of-course, a little bit more of them 8 (33.3%) denied the presence of distribution program while the same (33.3%) of them answered that they did not know any thing about their organizations' distribution system and programs. Finally, 2(12.5%) and 2 (8.4 %) of respondents at head office and Kebele structure of the organization under study preferred to jump the question over. Concerning the distribution program of the organization 19 (41.3%) of respondents believed that distribution program is developed in such a manner that addresses the beneficiaries interest. Where as 14 (30.43%) of them did not agreed on the question being discussed. Thus, based on the above analytical discussion, it is so possible to say that 'AAHAPCO' has maintained its own distribution program.

Questions concerning the fund raising activities of the organization were also provided to respondents under item III Table 4.2 above. And there by similar trend of response was recorded as item I and II. That is, the larger majority 12 (75%) and 4 (67%) of head office and sub city level respondents were agreed that organization engaged in fund raising practices in that order. Where as 10 (43.5%) and 8(34.8%) of respondents from the third

category (Kebele samples) were forwarded their responses as strictly 'No' and 'I do not know' options respectively to the issue under discussion. In aggregate 19 (41.3%) of respondents put the organization's fund raising performance under 'Yes' option while 13 (28.3) of them denied as to whether the organization engage in fund raising activities.

In this respect, 2(12.5%) and 1 (17%) at head office and sub city respondents, respectively, persist to take the 'No' and 'I do not know' position at equal rate of response. From the foregoing discussion, fund raising activity or program is by and large performed by the head office and sub city level staffs. The last containing in the table labeled above is promotional practices of the organization under discovery. With respect to this question of analysis, dominant number of respondents 10 (62.5% of head quarter respondent) and 3(50%) of sub cities are taking serious consideration to the promotional mix of marketing. Whereas 10 (41.7%) of Kebele respondents claimed that they did not practice anything concerning the promotional mixes of marketing.

While 3 (12.5%) and 7(29.1%) of them gave their responses as 'Yes' and 'I do not know' to the question under deal in this same item. Therefore, it is deemed natural to conclude, however, that most of the marketing mix programs and activities are not smoothly flow down from head office to grass root level operations. With regard to promotional activities of the organization, 13 (28.3%) of them did not believed in promotional activities of the organization. Out of the total sample respondents, 16 (34.8%) of them believed that the organization under description has been involved in promotional practices while 13 (28.3%) of them disagreed that AAHAPCO did not engaged in any promotion. These indicate that, the over all marketing practices of the organization is below average with respect to product, distribution, fund raising and promotion programs and activities.

In order to further elaborate and clearly assess the organization's product/service program offerings from two perspectives, a question was presented to 'yes' respondents of Table 4.2 above. Their responses were presented clearly in the Table 4.3 below here under.

Table 4.3 Product/service program dual nature

S/№		Item	Respondents						Total	
			Head Office		Sub city		Kebele			
			No	%	No	%	No	%	No	%
1.	I	If your answer to Q1 (I) table4.2 above, does this belong to donors market only?								
		A. Yes	2	28.6	2	50.0	4	50.0	8	42.11
		B. No	5	71.4	2	50.0	4	50.0	11	57.89
		C. DK	-	-	-	-	-	-	-	-
		D. NR	-	-	-	-	-	-	-	-
	Total		7	100	4	100	8	100	19	100
	II	If your answer to Q1 (I) table4.2above, does this belong to client market only?								
		A. Yes	2	28.6	2	50.0	4	50.0	8	42.11
		B. No	5	71.4	2	50.0	4	50.0	11	57.89
		C.DK	-	-	-	-	-	-	-	-
		D.NR	-	-	-	-	-	-	-	-
	Total		7	100	4	100	8	100	19	100
	III	If your response to Q1 (I) table 4.2above, does this belong to both groups of market?								
		A. Yes	5	71.4	2	50.0	4	50.0	11	57.89
		B. No	2	28.6	2	50.0	4	50.0	8	42.11
		C. DK	-	-	-	-	-	-	-	-
		D. NR	-	-	-	-	-	-	-	-
	Total		7	100	4	100	8	100	19	100

As shown from Table 4.3 above, 5(71.4%), 2(50%) and 4(50%) of head office (here after called group-1), Sub city level (here after called group-2) and Kebele level (here after called groups-3) respondents; respectively, reported that product or service program developed by

this organization is not plausibly developed for the purpose of simply persuading donating firms/agents/ individuals.

Following in the analysis, Once again, in item 1(II), of the same Table, respondents from all categories reported that product/services program developed by their organization were not focusing entirely the client markets interest only by the same degree of vote as mentioned in item 1(I) above. Referring item 1(III), Table 4.3 above, respondent from all sets confirmed with the same degree of responses that products/services were often developed in such a way that concern and destined to be appealing for both donors and client/ beneficiary groups. As indicated in the last column of Table 4.3 above, 11 (58%) of the entire respondents believed that products/services are developed in such a way that both client and donor market groups' interest being considered.

Promotional activities focused on clients, donors, local community, government organs, and stake holders in general.

With regard to promotional activities of the organization, respondents were requested whether the organization is promoting its products and services to clients, local community, government departments, donors and other collaborators to make virtually all parties well informed to the kind of services being rendered. Then after, respondents' answers were summarized in the Table 4.4 under.

According to Czinkota and Kotabe (2000) as a matter of fact non profit making companies still have to communicate with their customers; they need to let them know that the organization exists, what the organization offers, and how they can use it and hence surely close any gap that exists between the current public perception and the image sought to be

cultivated (p.396). Based on data shown in Table 4.4 below, promotion under, '*AAHAPCO*' and related performance activities were requested and presented as follow.

The majority of questionnaire respondents in the table 4.4 item 1 below (56.25 Percent) in group-1 and (66.7 percent) in 'group two' advocated that an attempt was made to enhance the organizations image in the minds of its customers/beneficiaries. However, sharp contrary to the response given by the first two groups, group three (50 percent) sample respondents did not agree on this point of discussion.

In line to this, a quarter of this group of respondents has also maintained similar point of view as to the organization's endeavor to establish positive image upon its user groups. In similar fashion, 4(25 percent) and 33.3 percent from group-1 and group-2 respondents respectively, were negating the question presented to them as majority of group-3 respondents did so. From the fore going analysis, one can safely conclude that, promotion, at the first to levels, is a tool that serves with respect to image building activities to target customers. However, when the three classes of respondents analyzed, only 41.3% of them confirmed and thus customers are not yet communicated to enable them known to what the organization stand for.

Table 4.4 Promotion programs

S/No	Item	Respondents Category						TOTAL	
		Group-1		Group-2		Group-3			
		No	%	No	%	No	%	No	%
1	Is there any activity practiced to promote the organization image to customers?								
	A. Yes	9	56.25	4	66.67	6	25	19	41.3
	B. No	4	25.0	2	33.3	12	50	18	39.13
	C. DK	2	12.25	-	-	2	8.3	4	8.7
	D. NR	1	6.25	-	-	4	16.7	5	10.87
	Total	16	100	6	100	24	100	46	100
2	Does your organization promote itself to the local community?								
	A. Yes	10	62.25	4	66.67	16	66.67	30	65.22
	B. No	2	12.5	2	33.33	4	16.67	8	17.39
	C. DK	2	12.5	-	-	1	4.17	3	6.52
	D. NR	2	12.5	-	-	3	12.5	5	10.87
	Total	16	100	6	100	24	100	46	100
3	Is there any activity made to promote the organization with government organs?								
	A. Yes	13	81.25	6	100	6	25.0	25	54.35
	B. No	2	12.25	-	-	6	25.0	8	17.39
	C. DK	1	6.25	-	-	7	29.17	8	17.39
	D. NR	-	-	-	-	5	20.83	5	10.87
	Total	16	100	6	100	24	100	46	100
4	Is there any activity made to promote the organization with donor markets?								
	A. Yes	14	87.5	3	50	3	12.5	20	43.48
	B. No	2	12.5	3	50	15	62.50	20	43.48
	C. DK	-	-	-	-	4	16.67	4	8.69
	D. NR	-	-	-	-	2	8.33	2	8.69
	Total	16	100	6	100	24	100	46	100
5	Does your organization promote itself to stake holders and collaborators?								
	A. Yes	12	75.0	3	50.0	6	25.0	21	45.65
	B. No	2	12.25	3	50.0	5	20.83	10	21.74
	C. DK	2	12.25	-	-	8	33.3	10	21.74
	D. NR	-	-	-	-	5	20.83	5	10.86
	Total	16	100	6	100	24	100	46	100

Item 2 of same Table above, has dedicated to display the perception of the local community that contingently depend up on the organization's promotional performance if any attempt made to scale up the image that local communities have of the organization under investigation. The vast majority of respondents 10(62.5 percent) according to the first group, 4 (66.7 percent) according to the second group, and 16(66.7 percent) based on the last group were confirmed that the local community is their primary target and make known in what the organization is involved and as a result of this favorable image will be built in between the customer and the organization being dealt with in this study. Majority of respondents 30 (65.2%) said that local communities have been well communicated by the organization.

The third item of the above table summarizes respondents' data about different government departments or organs. Thus, approximately all group three respondents and entirely all respondents of group-two were reported that affirmative image has already been built in between them (i.e. AAHAPCO and government bodies). However, a respondent from group-3 has response that congruently spread out among the 'Yes', 'No', 'Do Not Know' and 'No Response' options. Where as, 54.4% of the whole respondents confirmed that there is smooth relationship between government bodies and the organization under discussion.

Once again, referring back to the same Table 4.4 item 4 above, large portions of respondents 14(87.50percent) from group one stated that the study organization has performed better in promoting donating firms and there by convincing them out. Group three respondents, who were significantly larger in proportion, contended that their organization was not in a position to promote itself and communicate back to their donors. This actually happens to occur at grass-roots since activities and even employment contract is made with and controlled by government bodies.

Finally, item 5, Table 4.4 above, the predominant number of respondents from group one (75 percent) agreed that the organization is highly involved in day to day communication with that of stake holders and collaborators. Whereas, group -2 respondents gave each at equal rate, 'Yes' and ' No' answers to both donors and collaborators communication tactics,

respectively while nearly equal number of respondents each (21 percent) failed to give responses and do not know whether the organization (at grass root level) promotes itself to collaborators and stake holders or not.

Respondents were asked that the organization in which they work for has whether new product/service development objective to its target customers or not. The responses obtained were summarized and presented in the following Table 4.5.

Table: 4.5 New product/ service developments.

S/№	Items	Respondents category					
		Group-1		Group-2		Group-3	
		№	%	№	%	№	%
1	In your organization, is there any objective to develop new products/ services?						
	a/ Yes	4	25.00	1	16.67	3	12.50
	b/ No	8	50.00	2	33.33	7	29.17
	C/ DK	2	12.50	2	33.33	8	33.3
	D/ NR	2	12.50	1	16.67	6	25.00
	Total	16	100	6	100	24	100
2	In your organization, are (is) there any marketing professional (s) working						
	A/ Yes	-	-	-	-	1	4.17
	B/ No	15	93.75	6	100.00	12	50.00
	C/ DK	1	6.25	-	-	8	33.33
	D/ NR	-	-	-	-	3	12.50
	Total	16	100	6	100	24	100

As indicated in the Table 4.5 above, half of 8(50%) of group -1 respondents were disagreed in this organization's objective of developing new product /service programs. Whereas, 4(25 percent) of this division of respondent's believed that new products / services are in progress.

While the remaining respondents from group -1 did not indicate any thing either because of the lack of information to the developments or because of hesitating to tell anything before it is launched.

Following the discussion, group two respondents (i.e.33.33 percent) of them reported that new products/services objective is not yet set in their organization while 33.33 percent of respondents did not know about this kind of objective. Only 16.67 percent of them said out 'yes' to what is investigated. On the other hand, group-three respondents (58.33 percent), of them did not know something about the issue while, 29.17 percent and 12.50 percent of respondents strictly reported with 'No' and 'Yes' answers, respectively. Based on the data analyzed above, it is more likely that the organization under investigation does not have anything new to be offered except maintaining what it currently provides.

More specific question was also presented under the same Table item 2 above, to see the organization's efficiency and effectiveness in its marketing performance. However, almost all respondents (100 Percent) both from group -1 and group-2 confirmed that their organization did not employ anyone with marketing profession. In similar fashion, half of group-3 respondents supported the conclusion made above. Where as 33.34 percent of them, reported that they were not well acquainted to each other to be able to know their colleagues professional status. Respondents were requested different questions that would help assess the organization's marketing techniques and concepts uniquely with respect to the conventional four marketing mixes or Ps. In this regard, pertinent information would be inferred based on what is obtained from the questionnaire and interview data, analysis would be made in percentage form with single denominator.

Table 4.6 Marketing concepts, Techniques, and measuring criteria.

S/№	Items	Respondents		Range
		№	%	
1	Do you think that the techniques of marketing are applied in your organization?			
	a/ Yes	10	21.74	15
	b/ No	19	41.30	
	C/ DK	13	28.26	
	D/ NR	4	8.69	
	Total	46	100	
2	Has your organization maintained any criteria to measure its out puts (results)?			
	a/ Yes	13	39.13	7
	b/ No	10	21.74	
	C/ DK	12	26.07	
	D/ NR	6	13.04	
	Total	46	100	
3	Do you have an established method of communications for your customers to contact you about your services after it has been provided?			
	a/ Yes			21
	b/ No	26	56.52	
	C/ DK	5	10.87	
	D/ NR	10	21.74	
	Total	46	100	
4	Does management practiced different marketing mixes for different segments of customers?			
	a/ Yes	11	23.91	15
	b/ No	20	43.48	
	C/ DK	10	21.74	
	D/ NR	5	10.87	
	Total	46	100	
5	Is marketing activities integrative with other departments like R&D?			
	a/ Yes	8	17.39	20
	b/ No	24	52.17	
	C/ DK	10	21.74	
	D/ NR	4	8.69	
	Total	46	100	

According to Hill (1991) states that although nonprofit making company might differ in their behavior and purpose from that of profit making companies, it is now painstakingly accepted that marketing techniques and tools are of equal value to them (p.294). In this regard, Table 4.6 above depicts that AAHAPCO's marketing techniques and concepts and application uniquely with respect to four P's (for the sack of this study), fairly large number of respondents 19 (41.30 percent) did not believe that the techniques and tactics of marketing whether used in the organization under study although, in reality each and every thing has been executed in the organization under study following through the arts of marketing.

The same thing was happened when interview was conducted with the process owner of care and support at the head office AAHAPCO and firmly replied that "as they are not running a business for profit and thereby the organization does not want to have marketing department and its techniques." On the other hand, 10(21.74 percent) of the respondents confessed that marketing techniques and even strategies are of paramount importance and so are applied in their organization. Finally, the remaining 13(28.26 percent and 4(8.69 percent) of respondents have resorted to the third and fourth options as shown in the above Table 4.6 of the first item. Therefore, it is true that marketing tool is applied in nonprofit organizations too, however without calling loudly the term marketing.

Concerning measurement criteria and conditions, respondents 18 (39.13 percent), of course the majority, believed that, although they are providing predominantly services, the organization has maintained an *I/O* (input _ output) measurement device established through a collective agreements among and between various stalk holders primary amongst staff members and the hierarchies that follow through to Kebeles (explained during interview). In contrary, 10(21.74 percent) of respondents disagreed that the organization does lack the necessary conditions and criteria to assess its end results, while 12 (26.07 percent) of respondents do not know whether the organization has used any criteria and the last 6 (13.04 percent) of respondents did not give their confirmation.

As a result of the above analysis, one can deduct that the organization under study has some sort of yardsticks so as measure its results which has been developed via conventions. In this regard, the same table above, item 3, sample employees were requested about the existence of after sales service (more specifically the nature and methods of client contacts after receiving the service packages) in the organization under assessment and the responses are analyzed as follows.

In this respect, by far larger number of respondents 26 (56.52 percent) confessed that the said organization has a well established communication channels to look after the status of its clients. In sharp contrast to the above conclusion reached, in fact they are few in magnitude, that is 5 (10.87 percent) of them rejected that same enquiry and warning that the organization under study ought to take some corrective actions as to the necessity of having feedback loops. The remaining 10 (21.74 percent) and 5 (10.87 percent) number of respondents do not know the organizations customer service level and remain silent in that order. Accordingly, it is too possible to conclude that the organization under investigation has had post treatment contacts with its customers/beneficiaries.

By tracing back Table 4.6 item 4 in the table shown above, sample respondents by and large disconfirmed that the study organization does not implement the principles of market segmentation. This is essentially reported by 20 (43.48 percent of them). On the far side of a coin, however, 11 (23.91 percent of respondents acknowledged that the study organization has started to offer different services to different segments of their clients. But 10 (21.74 percent) of respondents replied as they are not yet confronted the known marketing maxims that goes saying “different things for different customers”.

The last item under the above Table4.6 is the question of modern times. That is to say that often times marketing functions and activities are presumed as a driving engine to organizational goal achievement. In an attempt to disclose this matter of fact, respondents

were requested as well as an interview was conducted and the responses obtained are all discussed here under altogether.

The majority of respondents 24 (52.17 percent) have exposed that their organization faced with problems of integration and coordination among and between cross functional teams namely: finance, R&D and other departments. However, 8 (17.4 percent) of respondents believed that there are no problems of integrating marketing departments (activities) with other departments for synergistic advantage, while 10 (21.74 percent) of them resorted to either hide what is happening or might be reckless to understand the level of adhesive force. Depending on what is analyzed, the study organization is not operating at its capacity due to a sever problem of integrating marketing activities across all departments in the said organization.

4.3 Four Ps Implementation and Practice

Respondents were requested questions related to the four marketing parables with both a closed ended and an open ended questions in an intent to assess the organization under investigation's ways of implementing them from the designed sample respondents as follows. Their responses were appropriately presented, summarized, analyzed and interpreted accordingly with relevant statistical methods like percentage, mean, and range and standard deviations.

More over, as can be seen from various tables following this introductory section of part III, respondents were also requested to rate the extent of their organizations marketing mix implementation and performances using a five point Likert type weight scales of very poor (1), Poor (2), Good (3), Very good (4) and Excellent (5). The mean score of the data were

interpreted 0.05-1.49 as very poor (needs major and urgent improvements), 1.5 -2.49 as poor (needs major and urgent improvements in some areas), 2.5-3.49 as good (needs significant improvements in good time), 3.5-4.49 as very good (acceptable with some room for improvements) and above 4.5 as excellent (needs to maintain the current level). The 2.5 and above mean score was set as an acceptable level for creating minimum level of marketing mix performance (product/service, place, price and promotion).

Table: 4.7 Four Ps Levels of Engagement

S/No	Item	Respondent's Classification						Total	
		Group 1		Group 2		Group 3			
		No	%	No	%	No	%	No	%
1	W/c of the following practices is the most frequently applied in your organization?								
	a. Product/Service production activity	6	18.18	4	21.05	15	28.3	25	24.04
	b. Distributing activity	9	27.27	9	47.37	16	30.19	34	36.69
	c. Fund raising activity	12	36.36	3	15.79	9	17.0	23	22.12
	d. Promotional activity	6	18.18	3	15.79	13	24.53	22	21.35
	e. other	-	-	-	-	-	-	-	-
	Total	33	100	19	100	53	100	104	100
2	Do you believe your products or services are what the customer wants /demands?								
	a. Yes	14	87.50	5	83.33	13	34.17	32	69.56
	b. No	-	-	-	-	3	12.50	3	6.5
	c. DK	-	-	-	-	5	20.83	5	10.86
	d. NR	2	12.50	1	16.67	3	12.50	6	13.04
	Total	16	100	6	100	24	100	46	100

As easily observed in the Table 4.7 above, the majority of group one respondents i.e. 12 (i.e.36.36 percent) replied that the head office is predominantly spent and directed most of the resources and activities in finding more resources from different funding organization. Whereas, group two respondents said that 9 (47.37 percent) distributing the organization's services is their most frequent engagement. Likewise, based on group three respondents 16

(30.19 percent) has said that they are most frequently intimidated with distribution of services and products and similar facilities towards the end users.

In this respect we can technically call the last two groups as service channels. In similar fashion groups (or the head office attain the status of fund sources for the later two. Put differently intermediary in between donors and service that is distributors of the entire system in the case study being dealt with. Besides the inter sample discussion, 25 (24%) of respondents said that product/service is the organization's repetitive engagement while 34 (36.7%) of the total respondents resorted to distribution activity where most of the staff members being involved highly while 23 (22%) and 22 (21.4%) of respondents confirmed that fund raising and promotional activities are their relatively frequent involvements, respectively.

Under the same Table 4.7 item 2 above, higher proportions of respondents across all respondents strongly believed that the services provided to customers of this organization are based on the felt demands of the target users. Plus, 32 (69.7%) of respondents believed that the product/service is based on the felt requirements of the market in which the organization was established for. However, because of lack of inter functional coordination among and between departments research concerning the market is applied rarely by this organization (as data obtained via interview showed too.)

Table: 4.8 Line of products/Services, and rate of performance

S/No	Items	Respondent's classification															Total					
		Group-1						Group-2					Group-3				X	S.D	Variance			
		Rating Scale(N=16)						Rating Scale(N=6)					Rating Scale(N=24)									
1	Do you think that a range of accommodations exist in your organization to meet actual and potential needs of clients?	1	2	3	4	5	X1	1	2	3	4	5	X2	1	2	3	4	5	X3			
	Total	2	2	2	8	2	3.37	0	3	0	2	1	3.17	6	1	5	8	4	3.13	3.22	0.47	0.22
2	Over all, how do you rate your products or services rate of performance?																					
	Total	0	2	9	3	2	3.31	0	1	3	2	0	3.17	8	2	10	4	0	2.42	2.33	0.11	0.01

With regard to the organization's number of services or line of services /products, a question was forwarded to sample respondents and their responses were analyzed using a Likert scales separately for each group of respondents. In addition, each one group mean score is also aggregated to a single average in order to see whether they are symmetrically spread around the total average with the help of standard deviation which was computed from average mean of the groups and thus to make the analysis simple in this nominal data, the scale interpreted as strongly disagree (1), disagree (2) some what agree (3), agree (4), and strongly agree (5).

As indicated in Table 4.8 above item 1, the mean rating score for the extent of respondents agreement are 3.37, 3.17, & 3.13 each for group1, 2, 3 respectively, that all fall within the range of “somewhat agree” (needs significant improvement in good time) and calling for significant additions of more services to its existing service lines to ensure the creation of reliable base for satisfied customers / clients. In the same fashion, aggregated mean score (3.22) is also fall within the same range that reprimands significant improvements.

Moreover, respondents of the study rated that products/services performances that are rendered by their organization falls within the range of good (2.5 - 3.49) as the mean score rate is 2.33 but if one goes through the three groups of respondents rate of score he can observe 3.31, 3.17 & 2.42 for group1, group 2, and group3 respectively. Although all are limited within the range of good: group1 and group2 scores are by far better than the last one. And there fore, relatively significant improvements ought to be executed at grass roots by increasing the number of services to be offered to users than merely promising to provide or keeping the proposals unexecuted on their desks.

Table: 4. 9 Pricing Strategy and Sources of Funds

S/№	Item	No of respondents						Total	
		Group-1		Group-2		Group-3			
		№	%	№	%	№	%	№	%
1	Is there any pricing Strategy in your organization?								
	a. Definitely yes	-	-	-	-	-	-	-	-
	b. Probably Yes	2	12.50	-	-	5	20.83	7	15.22
	c. Probably No	6	37.50	-	-	7	29.17	13	28.26
	d. Definitely No	8	50	5	83.33	7	29.17	20	43.48
	e. I do not Know	-	-	1	16.67	5	20.83	6	13.04
	Total	16	100	6	100	24	100	46	100
2	Who are/is the major source(s) of your project fund?								
	a. Government	7	28.0	5	50.00	17	51.51	29	42.65
	b. Local NGOS	1	4.0	3	30.00	40	30.3	14	20.60
	c. Foreign NGOS	15	60.0	2	20.0	5	15.15	22	32.35
	d. Other (-----)	2	8.0	-	-	1	3.03	3	4.41
	Total	25	100	10	100	33	100	68	100

As indicated in the Table 4.9 above, half of respondents according to group one 8 (50 percent) said that their organization does not definitely charge any price to customers. Supporting this, by far majority of group two respondents 5 (83.33 percent) confirmed that the organization did not definitely charge price since it is provided freely.

On the other hand, group-3 respondents of this same question were approximately 30(percent) each ranges their response as probably No to definitely No, where as the remaining percent of respondents equally vote (20% each) as “probably yes” and “I do not know”-options. From the analysis made above one can infer that the organization under investigation has not engaged itself in any price setting tactics and strategies.

In aggregate, the sum total of group1 to group3, were also confirmed that, 20 (43.48 percent) which is the vast majority of respondents (as simply observed in last column and 5th row), the study organization did not set any price to its customer by any means, as this was also supported with data obtained during interview with care and support core process owner at Kirkose sub city. In the case of sources of funding, majority of respondents 29 (42.65 percent) of the study samples make out that government is the largest source of their funds followed by foreign NGOs (as it is supported by 22 (32.35 percent of respondents).

However, when we closely examine the sources of funds of each group, we can identify that, to group1 respondents 15 (60 percent); Foreign NGOs were their predominant sources of funding. Therefore, one can vividly conclude based on what is computed from questionnaire and that of interview data that the major sources of fund to group1 (head office) respondents are various foreign funding Agents such as action Aid, CDC Ethiopia, Global fund, UNICEF, UNDP, WFP, World Bank, and Ethiopian multicultural AIDS project (EMSAP). These were also confirmed with the secondary data obtained inside the organization under study as they are the major sources of funding for AAHAPCO.

Table: 4.10 Grass-roots Fund raising Campaign and Over all Performances.

S/No	Items	Respondents Category																							
		Group-1							Group 2							Group 3									
		(Rating Score [N=16])							Rating Score (N=6)							Rating Score (N=24)									
		1	2	3	4	5	X1	SD1	V1	1	2	3	4	5	X2	S.D2	V2	1	2	3	4	5		X3	S.D3
1	In your opinion, how do you rate the adequacy of fund available to undertake activities at grass root level?																								
	Total	0	1	2	6	7	4.19	0.88	0.78	0	1	3	2	0	3.17	1.22	1.49	2	4	13	4	1	2.92	0.91	0.826
2	Over all, how do you rate your organization`s fund raising performances?																								
	Total	2	1	4	8	1	3.3	1.1	1.22	0	4	2	0	0	2.33	0.47	0.22	5	8	9	2	0	2.33	0.71	0.51

Respondents were given questions related to their organization fund raising activities. The responses given were analyzed by using a Likert scale type weighted score as indicated in the above table 10 in such a way that 1(very poor),2,(poor),3(good),4(very good) and 5(excellent) interpretation would based. According to the above Table 4.10, the mean rating score to the extent of respondents rate are 4.19, 3.17 and 2.92 belong to group1, group2, and group 3 respectively.

Hence, group1 mean score falls with in the range of very good and therefore, the organization under group one respondents is performing at an acceptable level. Where as, group two respondents mean score was found to be 3.17 which mean some offers should be made to improve although it falls within the range of good (2.5-3.49) i.e. the same range as group two as follows.

Finally, the mean score of group 3 respondents falls with in the range of (2.5-3.49) which is considered to be good, although it needs significant improvements. Therefore, based on what is found in the data analyzed above, it can be concluded that the fund available to Kebeles in the eyes of the head office respondents is significantly much in terms of magnitude. Nevertheless, group3 respondents were found, based on the finding above, that funds available to them is not something that can be appreciated so and required substantial improvements.

Table: 4.11 Fund Raising Activities

S/№	Items	№ of respondents							
		Rating score (N=46)					X	S.D	Variance
		1	2	3	4	5			
1	How do you rate the adequacy of funds available at grass root levels?								
	Total	2	6	18	12	8	3.39	1.05	1.11
2	Over all, how do you rate your organizations fund raising activities?								
	Total	7	13	15	10	1	2.67	1.04	1.09

Concerning the fund raising activity by ‘AAHAPCO’, group1 respondents mean score is 3.31, meaning, their fund raising campaign considered to be good enough. Where as, group 2 respondents mean score is 2.33 that fall within the range of poor, which entails major and urgent improvements should be enacted. On the other hand, the mean score of group three respondents is 2.33, which is similar to what is found under group two respondents. Therefore, we can here deduct a logical statement as the head office is persistently earned and raised more many than these under its hierarchy.

Furthermore, this study is using a different computation to see whether the case organization better or worse in collecting funds from the sum total of respondents data taken altogether. In this regard, Table 4.11 located above identified that, the average score of respondents is 3.39 which falls with in the range of good as to the level of adequacy of funds towards grass root level operations.

According to, item 2 Table 4.11 above, the mean score of respondents is 2.67 that fall within the same range as above item 1, which demands significant improvement concerning the organization fund collecting activities all over the operation areas. Above all, the response rate of respondent's variation here is so infinite smaller indicating those were almost from homogeneous population.

Table: 4. 12 Distribution Strategy and Tactics

S/ №	Item	№ Respondents (N=46)	
		№	Percent (%)
1	Which types of distribution plan is/are used by the organization?		
	A. Direct channel	12	26.1
	B. Indirect channel	10	21.7
	C. Both channel	9	19.6
	D. I do not know	7	15.2
	E. No response	8	17.4
	Total	46	100.00
2	What is your organizations current distribution strategy?		
	A. Intensive	5	10.87
	B. Exclusive	4	8.69
	C. Selective	22	47.83
	D. I do not know	9	19.57
	E. No -response	6	13.04
	Total	46	100.00

As can be shown in Table 4.12 above, item 1, majority of respondents (26.1%), believed that the organization followed a direct (channel) of service distribution where as 10 (21.7%) of then maintained an indirect form of distribution of channel but 19.6% of respondents firmly believed that services delivered to final users were using both types of service/product distribution plans.

However, 15.2% and 17.4% of respondents not conversant to the distribution plan of the case organization and/or preferring to be silent on the issue in question. From the above analyzed data, one can be inevitably forced to conclude that the organization way of distributing products/services is more of direct type of channel but the study organization contingently applied an in direct type of distribution when ever the natural of item to be offered dictates to use so.

In addition, Table 4.12; item 2 above was also analyzed the same way like item 1 of the same table to help strengthen the nature of distribution under the study organization. And thereby the larger majority of respondents 22 (47.83%) confessed that selective distribution strategy is followed through its operation. As data obtained during an interview support most of the time the organization look for those beneficiaries that fulfill certain criteria that the organization set before a client getting legitimate services and this is why the organization used and persist to follow this (selective) type of distribution strategy. Second this strategy is used since the organization seeks to distribute its service selectively to those who are most needy keeping in mind the resources it has.

Respondents were also requested an open ended type of question to write some of the reasons to the problem of distribution, if any. In this regarded major reasons and recommendations given are summarized as follows: basically the organization is distributing its service via different implementing organization or agents. Those agents or implementing organs of the issue of HIV/AIDS are required to submit their project proposal to foreign funding agency and allocate it with an equitable base. Besides, *AAHAPCO* used other options to address effectively the problem of by signing contractual agreements with sub city HIV desk and then transfer to kebele.

Table: 4. 13 Promotional Activities

S/ №	ITEM	Category of respondents							
		Group1		Group2		Group3		Total	
		№	%	№	%	№	%	№	%
1	What do your think is/are the objective(s) of promotion used by your organization?								
	A, Informing	4	25.0	3	50.0	9	28.1	16	29.63
	B, Persuading	6	37.5	1	16.7	7	21.9	14	25.93
	C, Reminding	3	18.7	1	16.7	5	15.6	9	16.67
	D, DK	-	-	-	-	6	18.7	6	11.11
	E, NR	3	18.7	1	16.7	5	15.6	7	12.96
	Total	16	100	6	100	32	100	54	100
2	Which types of promotion techniques is/are used by your organization?								
	A, Mass media advertisement	10	27.0	4	30.7	13	27.0	27	27.55
	B, Sales persons	-	-	-		6	12.5	6	6.12
	C, Bill boards	7	19.0	1	7.7	2	4.2	10	12.20
	D, Pamphlets	11	29.7	6	46.2	17	35.4	34	34.69
	E, News papers	9	24.3	1	7.7	9	18.7	19	19.39
	F, Other	-	-	1	7.7	1	2	2	2.04
	Total	37	100	13	100	48	100	98	100
3	Which of the following advertising types does your organization use?								
	A, Product/service advertising	8	42.1	3	50.0	13	43.3	23	42.59
	B, Institutional or image advertising	10	52.3	2	33.3	11	36.7	21	38.88
	C, Neither of them	-	-	1	16.7	5	16.7	6	11.11
	D, Other.....	1	5.3			1	3.3	2	3.70
	Total	19	100	6	100	30	100	54	100
4	How frequently your organization has been engaged in promotional activities?								
	A, Most frequently	2	12.5	-	-	3	12.5	5	10.87
	B, Frequently	4	25.0	-	-	5	20.8	9	19.57
	C, Some times	7	43.8	2	33.3	11	45.8	20	43.48
	D, Less frequently	3	18.7	3	50.0	3	12.5	9	19.57
	E, Least frequently	-	-	1	16.7	2	8.3	3	6.52
	Total	16	100	6	100	24	100	46	100

Concerning promotional mix practices and activities of the study organization, respondents were requested to provide their answer and thereby to identify its promotion objectives. As indicated in the Table 4.13 item 1 above, majority of respondents 6 (37.50%) in group 1 believed that the objective of promotion in the study organization is to persuade target beneficiaries while 4 (25.0%) of this group of respondents recognized that the objective of their promotion and communication techniques has intended to inform final consumer of the service/product while 3 (18.75%) of them said that reminding users about the nature of services/product that the organization is offering.

More generally it is to remind target audiences to use the service/products already distributed by the organization or other implementing organizations. In the end, 3 (18.75%) of respondents in the first group of respondents gave no response. However, majority of group 2 respondents 3 (50%) believed that informative type of messages have been disseminated by their organization. Whereas, 16.67% of this group of respondents indicated that the objective of communication is persuasion in its kind while the same percentage of respondents resorted to the third option (reminding customer), but the remaining same percentage (i.e. 16.67%) said nothing.

Conclusively, based on group two respondents, the primary objective is informing and forwarding relevant information to the concerned audiences. In contrary to above, if it is closely scrutinized, the percentage proportion of group three respondents, as it figured out in the same Table 4.13 above item 1, according to group one respondents, 9 (28.13%) of them said that informing audiences is their message prime focus followed by respondents who believed in persuasion and reminding features of promotion each with 21.88 and 15.63 percents, respectively. But, the remaining 18.75 and 15.63 percent of this set of respondents were labeled in "I do not-know" and "No-response" options in this study.

Based on data shown in Table 4.13, item 2 above, all groups of respondents consistently believed that in their respective organization(office), pamphlets have been the primary mode of their message transmission medium followed by mass media advertising like TV and radio as these are confirmed by 27.03%,30.7% and27.08% in group1, group2 and group3 respondents respectively. Newspaper took the third position across all groups of respondents with 24.33 %(group1), 7.69 %(group2) and18.75 %(group3) responses rate.

Item 3 of Table 4.13 above, contained data related to the type of advertising used by the study organization. Accordingly, respondents from whole categories nearly equally dissect their responses for the first two options provided. Put differently, the study organization has been engaged in advertising both its products/services as well as the organization per se.

With reference to the same Table 13,item 4 above, more number of respondents 7 (43.75%)in group1, 3 (50.0%)ingroup2 and11 (45.83%in group3 categories reported in each away that their organizations have been engaged in promotional activities as" some times", less frequently, and sometimes respectively. Therefore, the organization under investigation, concerning its frequency level of promotion, it can be inferred that it has sometimes been engaged with the implication here is that, customers might not receive pertinent information frequently and its latest developments whenever customers looking for and wish to avail the organization services.

Table: 4.14 Clients, Donors, and 4Ps Performances

S / №	ITEMS	№ Respondents Categories															Mean	
		Group1 Rating score (N=16)					Group2 Rating score (N=6)					Group3 Rating score (N=24)						
1	Based on your opinion, how do you rate your organization promotion performances?	1	2	3	4	5	1	2	3	4	5	1	2	3		4	5	X1=3.13 X2=2.67 X3=3.20 Xt=3.17
	Total		2	2	4	6	2	0	2	3	1	0	1	4	10	7	2	
2	Based on your opinion, how do you rate the satisfaction level of clients by your services?																	X1=3.75 X2=3.17 X3=2.42 Xt=2.98
	Total		0	2	4	6	4	0	1	3	2	0	5	8	7	4	0	
3	In your point of view ,how do you rate the donors satisfaction level																	X1=4.25 X2=3.50 X3=2.63 Xt=3.30
	Total		0	0	2	8	6	0	0	3	3	0	4	6	10	3	1	
4	Over all, how would you rate your organizations performance with respect to the four Ps of marketing?																	X1=3.0 X2=3.17 X3=2.75 Xt=2.72
	Total		1	2	9	4	0	0	1	3	2	0	2	7	10	5	0	

As indicated in the Table 4.14, item1 above, the mean rating score of respondents to their rate of promotional performances are 3.22(group1), 2.67(group2) and3.20 (group3) that all fall with in the range of good (2.5-3.49 points), calling for significant improvement to ensure the existence of smooth and reliable relation ship between the organization and many others who have concern with it.

In the Table 4.14 above item 2, respondents mean score are found to be 3.75(group1), 3.17(group2), and 2.42 (group3) category of respondents. In which the first groups of respondents mean score that range within 3.5-4.49, which is interpreted as customers are satisfied. There fore satisfaction level of customer/clients of *AAHAPCO* according to group one respondent could be regarded as 'satisfied'. On the other side, the mean rating score of group two respondents is 3.17 that falls within the average weighted score that ranges 2.5-3.49 as neither satisfied nor dissatisfied calling for substantial improvements but not so urgent. However, according to group three respondents' mean score that occurs within the dissatisfaction range (1.5-2.49), which calls for major and urgent improvements in some areas, such as service line additions.

In an attempt to gauge the donors' satisfaction level, the mean weighted score of all groups of sampled respondents is 3.30 that falls with the range of neither satisfied nor dissatisfied(2.5-3.49) calling for some adjustments in good time. However, when the mean score is computed for each group of respondents, the level of satisfaction of donors differ from one group of respondents to the other. As the mean score of group one, which is 4.25 that falls in the range of satisfied (3.5-4.49) indicating an acceptable level of satisfaction with still some room for improvements. Likewise, similar conclusion could be reached based on group two respondent's view of donors' satisfaction as their mean score is measured at 3.50.

Even though the mean rating score of group three respondents is 2.63 that falls in the range dissatisfaction (1.5-2.49), by and large, one could said that donors are somewhat satisfied by what they are doing. More generally, the marketing performance of the said organization is above average as one goes through and considers the four mixes performance separately as well as merging the mean rating score of respondents. As shown in the Table4.14 above item 4, the mean rating scores is 3.00(group1), 3.17(group2) and 2.75(group3) vis-à-vis the average men score of their aggregates (that is 2.72). Therefore, it is more logical to under score that non profits in general, '*AAHAPCO*' in the city of Addis Ababa is/has practiced marketing techniques without calling it marketing.

Chapter Five

Summary of Major Findings, Concussions and Recommendations

In this final part of this study thesis, the major findings are summarized and put in a net shell based on the data analyzed and interpreted in the previous chapter. Following through the summary, logical conclusions are made pertaining to each major finding that is put in the summary section of this chapter. In the end, coherent with the conclusions reached, recommendations are fore warded particularly to management bodies and staff members of AAHAPCO' in general in order to help them consider these points in their marketing mix related decisions.

5.1 Summary of major findings

► Respondents, both at the head office (43.25percent) and sub city desk levels (67.7percent) were confirmed that “AAHAPCO” has developed programs and implementation procedures in its marketing practices with respect to products/services offerings.

► Majority of respondents, both at the head office (52.25percent) and sub city desk levels (75percent) were confirmed that “AAHAPCO” has developed programs and implementation procedures in its marketing practices with respect to distribution programs.

► Majority of respondents, both at the head office (75percent) and sub city desk levels (66.7percent) were confirmed that “AAHAPCO” has developed programs and implementation procedures in its marketing practices with respect to fundraising activities.

► Majority of respondents, both at the head office (62.5percent) and sub city levels (50percent) were confirmed that “AAHAPCO” has developed programs and implementation procedures in its marketing practices with respect to promotion.

► On the other hand, respondents from the third category (43.5percent and 41.7percent) reported that they are not engaged in any fundraising and promotional activities and programs pertaining to their organization, respectively.

► Half of the respondents of group two and three as well as significant number of group one respondents (71.4percent) believed that products/services were developed and practiced in such a way that they appeal to both donors and clients market groups.

► Majority of surveyed respondents particularly in the first two groups of respondents reported that good attempts have been made in developing promotion programs so as to enhance the organization image positively up on all groups involved.

► With regard to promotion, the vast majority of respondents (62.5percent) from the first sample group, (66.7percent) from both the second and third groups of respondents were believed that local communities are primary targets in designing their messages. Besides the local communities, group one and two respondents again have maintained very nice relationship with different government bodies as it was ratified by 81.25 and 100percent of them respectively.

► As large portion of respondents (87.5percent) in the first group said that promotional objectives in light of donors market were relatively successful while group three respondents (62.5percent) reported that they are not in a position to promote and bridge a direct communication to donors with such practices in their respective office. And therefore, it is expected that sufficient degree of gap exists between donors and lower level operational areas.

► According to the findings calculated across all groups of respondents, “AAHAPCO” does not have objectives in terms of new product/service development. Moreover, almost all sample respondents firmly believed that neither marketing department nor marketing professionals exist in the organization under study.

► Respondents (41.3percent) in aggregate conveyed that the techniques of marketing are not applied in their respective organization for fear that they would be perceived as commercial organization in those who shared their objectives. However, in reality they use to apply marketing techniques with different terminologies instead of marketing terminologies in their day to day operations.

► However, as per this finding (that is 39.13percent), the study organization has its own yardstick used to measure its performances that has been developed via consensus amongst the involving parties.

► Again, 56.52percent of these same respondents acknowledged that there is a feedback channel established to contact clients after they have received the organization’s services/products.

► As more than half of respondents (52.2percent) displayed, under “AAHAPCO” *there is serious problem* in coordinating and integrating its marketing mix practices with different functional departments (teams) in order to maintain a synergistic advantage all over the four conventional mixes of marketing. This perhaps, once again due to failure to have marketing department and scattering marketing activities to those who did have reckless view of marketing in the organization under description?

► (20 (43.50percent)) of respondents disconfirmed that the study organization did not practice based on the principles of market segmentation that is to say that it does not follow differentiation approach.

► Furthermore, substantial number of samples according to group one (87.5%), group two (83.3%), and group three (69.56%) respondents agreed that the services offered to recipients/clients are based upon their felt desire/demands. However, due to rare application of marketing research, AAHAPCO's products/services that are being offered to the target groups won't be competitive since market place conditions are very dynamic across the globe.

► By using mean score ratings, majority of respondents were rated the study organization's performances in terms of new products/services as: 3.375 (according to group one), 3.17 (according to group two), 3.13 (according to group three) respondents that all fall in the range of "somewhat agree" calling for substantial additions of the number of products/services to ensure their clients' satisfaction.

► Once again, in light of the overall goods/services' functional performances, respondents' mean score were found to be inconsistent among the three groups of respondents. That is the mean rating score of group one respondents is (3.31) indicating that their products/services' ability to resolve the problems of clients is by far better than group three respondents where their mean score is 2.42 that needs significant improvements.

► It was pretty darn sure by all respondents (43.5percent) that, there was no time at all that customers paid any price to the services /goods received from the organization under study. This is because prices are paid by their donors who support the organization's mission and objectives.

► Government took the lion share of the source of funds followed by foreign NGOs. On the other hand, as thorough examination was made in as to what each group of respondents gave, one can easily identified that foreign funding organizations, in the case of group one respondents (60percent), are the major one in terms of source and magnitude in absolute sense.

► Concerning the fund raising performance rate of the organization, group one respondents took the leading position since their mean score is 4.19 than the remaining two groups of respondents as far as this research finding is concerned. But the mean score of the entire samples is 2.67 calling for significant improvement.

► With regard to the distribution plan of “AAHAPCO”, (26percent) of respondents believed that it has followed a direct channel of distribution given that it contingently applied indirect distribution (as it is reported by 21.7percent) when ever the nature of the items to be offered dictates to use so.

► The survey respondents (47.83percent) reported that selective distribution strategy is applied under “AAHAPCO” in its attempt to ration its services/goods.

► Concerning this organization’s promotion objective, group one respondents (37.5percent) believed that persuading type of messages are used. Whereas, half of group two respondents believed that the organization’s objective of communication mixes is informative type which is similar with what group three replied.

► All groups of respondents (34.7percent) agreed that pamphlets are the first one used by this organization followed by broad cast advertising while newspaper took the third rank in order to advertise its services/goods as well as the organization per se. As more number of respondents was confirmed, ”AAHAPCO” is engaged in promotion less regularly (only at a rate of “some times”).

► The mean rating score of respondents on promotional performances are 3.25: according to group one, 2.67: according to group two, and 3.20: according to group three respondents that all fall within the range of good (2.5-3.49points) that call for significant improvements to ensure the existence of smooth and reliable relationship between the study organization and these who have maintained a concern on the organization.

► In the case of customer satisfaction level, as gauged by respondents' of all the groups is within the range of fair that is customers are neither satisfied nor dissatisfied: indicating that significant improvements should be under taken. However, as each respondent data were analyzed separately a bit different could be reached, that is, according to group one respondent's customers are found to be satisfied as their score is read as 3.75 which is labeled in this study as satisfied range. On the other hand, mean rating score of group two respondents is found to be 3.17 that calls for substantial improvements since their mean ranges within 2.5-3.49 and interpreted as neither satisfied nor dissatisfied customers exist in the organization under investigation.

► However group three respondents mean score is 2.42 which fall within the range of dissatisfaction calling for major and urgent improvements at Kebele levels through different strategies like extending service/product accommodations to customers.

► Finally the situation of donors were also assessed by respondents in the same way as customer survey made above, and they said that donors are neither satisfied nor dissatisfied warranting similar improvements like customers/beneficiaries survey results of this thesis finding.

5.2 Conclusion

Following summary of the major finding in the first section of this chapter, conclusions reached in the study thesis are put here under:

► ‘AAHAPCO’ has developed below average marketing mix programs in light of marketing mix elements only for three of the four Ps such as products/ services place and promotion. Nevertheless, there are no programs and objectives set for the pricing element for the mere reason that customers/ beneficiaries are receiving the services/goods freely so long as they fulfill the criteria stipulated by the organization under investigation. However, in lieu of pricing, fundraising campaigns and their performances measuring standards are in place.

► At grass roots, the study organization did not involve themselves in any fund raising activities and hence they do not have such a program while sub cities and the head quarter mainly found, in this study, spending most of their time and other resources dedicated toward this kind of activities. As tactical implementation of the marketing program is concerned, ‘AAHAPCO’ at all levels of its operations has found to be good at promotional practices.

► The product/service program design in the study organization is based on the demands of both donor and client markets interest and its efficiency and effectiveness was also leveled as good in light of both markets.

► ‘AAHAPCO’ does not have any objective concerning new products/services development. Neither do marketing professionals nor marketing department exist in this study organization. However services /products being provided currently are of considerate the needs and wants of its final customers/ clients.

► ‘AAHAPCO’ is, although, applying marketing techniques a bit below average scale, respondents denied that they are not using and applying marketing techniques since they are reckless (reluctant) enough to officially acknowledge the principles, concepts and techniques of marketing for fearing that others would perceive them as commercial institutions.

►Through collective agreement and conventions reached by staff members and other involving bodies, 'AAHAPCO' has attempted to measure its results and successes. 'AAHAPCO' has that only average marketing mix practices as it lacks a well integrated inter functional and team based activities in its day-to-day performance.

►Foreign funding organizations are the major sources and magnitude of funds in absolute sense according to group one respondents. According to group three respondent's government is the single largest source of funds. This leads to the conclusion that there is a weak relationship between 'AAHAPCO' and lower level operational areas in terms of sufficiency of money for the successful undertaking objectives at different levels in the organization under investigation.

►AAHAPCO' plan/method of distribution is nearly direct channel although an indirect channel is applied through franchising system. Moreover, the strategy used by the study organization is selective type of distribution while rationing the services/goods to beneficiaries.

►The organization adopted its promotion approaches in such a way that it would be able to persuade as well as inform target audiences. In the study organization pamphlets are the primary medium of communication followed by broad cast advertising and news papers.

►Concerning the organizations promotional level of frequency, 'AAHAPCO' promote both its services/products and its organization only sometimes that its customers remain unable to receive timely information as required. Therefore, the vehicles of promotion and the rate of frequency need significant improvements.

►Finally, the degree of customers' satisfaction calls for significant improvements at grass roots where customers and service line staffs encountered in real time. Moreover it can be underscored that donors as well as customers are neither satisfied nor dissatisfied calling for some adjustments /improvements by 'AAHAPCO'.

5.3 Recommendations

Being the last section of chapter five in this research thesis, the researcher forwarded recommendations as follows keeping in mind the conclusions reached. Thus, the organization under consideration in particular and nonprofit organizations in Addis Ababa in general could find the recommended alternatives worth considering helping solve problems related to their marketing mixes.

► Management bodies at different hierarchies of ‘AAHAPCO’ have to develop a positioning strategy with the goal and objective of obtaining high marks on the customers as well as donors scorecards since it has got different market segments with whom their wants and needs radically differ and thus ‘AAHAPCO’ should necessarily consider a focus approach.

► Given the turbulence feature of the market place conditions and environment, ‘AAHAPCO’ has to economically build data bases on the behaviors and attitudes of its clients/customers which enabled it to build one to one marketing.

► In addition, ‘AAHAPCO’ should design frequency marketing programmes such as those run by airlines, which reward customers who buy frequently and the club concept which offers customers (beneficiaries in this study) who join special benefits such as interests magazines, newsletters and gifts.

► Moreover, ‘AAHAPCO’s future revenue should depend upon its ability to forge successfully long-term customer relationships from donors and clients perspectives. Through systematic and continues measuring instruments and putting in place strategies to improve customer satisfaction. Thus executives of this organization should do this by developing policies and implementing programs that deliver high value the said strategic windows.

► To increase future revenue, 'AAHAPCO' should also start working with 'Private sector fund raising' concept. In other words, in support of 'AAHAPCO's goal to find new corporate donors, the private sector fund raising initiatives that help identify potential corporate partners in other industry sectors, including information and communications technologies, consultancy firms, food and clothing. In addition to providing new sources of direct funding, these new partners would offer services and goods appropriate to 'AAHAPCO' needs and activities.

► To improve marketing mix performances, 'AAHAPCO' has two mechanisms to follow which are particularly useful for encouraging grass roots commitment, these are quality circles (group of front line people who meet on a regular basis to find better ways to do their work) and challenges (a second tool for achieving high and continuing commitment to marketing tasks and activities across functional team, to achieve a specific, measurable customer related goal within a specific period).

► Alert companies will periodically re-examine their objectives, strategies, and techniques. In this regard the organization under this study, therefore, ought to rely on marketing as the main stream for reaching to the conclusion that marketing is not simply some advertising and sales force activity but a whole process for marketing the company to its best marketing opportunities.

► Even though fundamental changes in an organization's structure and philosophy are required, 'AAHAPCO' in particular and non profits in general should continually update their products /services, adding new ones and broadening the range in order to hopefully maintain their survival and/or leadership in the market.

► Moreover, management of the under discovery should accept responsibility for setting the communication objectives, determining the budget, allocating expenditures among alternative communication vehicles, agreeing strategy with its agencies, and evaluate the results of the campaign. To undertake these tasks listed above, 'AAHAPCO' 's authorities have to understand how communications work and what the alternative mixes are, in order to appeal to more than one market targeting with multiple messages and multiple media.

► 'AAHAPCO' 's promotion is to increase awareness and to persuade target audiences. Therefore, it ought to employ *advertising* as it is the obvious medium than other short range mediums; however, it was a mistake to base the decision purely on a financial criterion in selecting vehicles to communicate with. The problem with financial decision rule is that it ignores the interest of stake holders and thus it fails to capture some broader strategic issues and associated implementation procedures.

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ADDIS ABABA UNIVERSITY
BUSINESS EDUCATION
DEPARTMENT OF MARKETING MANAGEMENT
POST GRADUATE STUDIES

QUESTIONNAIRE

General Instructions: Dear respondents, this questionnaire is prepared with the objective of collecting data to the partial fulfillment of master's degree research thesis that is currently being undertaken under the title. "Assessing marketing practices of nonprofit organizations in Addis Ababa: the case with Addis Ababa HIV/AIDS protection and control office (AAHAPCO)", that will inevitably require data related to your organization's marketing mix elements (i.e. Product /service, price, place and promotion or communication techniques).

Therefore, you are kindly requested to answer the questions as presented here under for the successful completion of this research thesis. Above all else, to warrant your privacy, your responses will be kept confidential and shall only be used for the said purpose.

N.B. - No need to write your name

- Put a tick mark (✓) in the box provide
- Please write to the open ended questions

Part I. Personal data questions:

1. Sex : a. Male ()
b. Female ()
2. Age : a. 18 – 24 () d. 45 – 54 ()
b. 25 – 34 () e. 55 – 64 ()
c. 35 – 44 () f. 65 or above ()
3. Marital Status: a. Single () c. Divorced ()
b. Married () d. Widowed ()
4. What is the highest grade of school or college that you have completed?
a. High school () c. B.A/B.Sc. ()
b. College graduate () d. Post graduate ()
5. Work experiences: a. 0 – 3 Years () c. 7 – 9 Years ()
b. 4 – 6 Years () d. 10 or above ()

Part II. Questionnaire on marketing activities:

Please, respond to the questionnaire by putting a tick mark against each question in one of the four columns provided.

S.N	Items	Yes	No	I don't know	No-Response
1	Does your organization have developed a marketing program in terms of the following: I. product /services program? II. Distribution program? III. Fund raising activities? IV. Promotional activities?				
2	If your response to question # 1 (I) product/service development program above is 'Yes', to which of the following market does the program pertain to or relate with: I. Donor market only? II. Client market only? III. For both donor and client markets?				
3.	Is there any activity made for promoting your organization image with: I. Client markets? II. The local community? III. Government department? IV. Donor-markets? V. Stake holders and collaborators?				
4	Is there any marketing objective in your organization in relation to new product/service development?				
5.	Is there any marketing activity practiced in your organization in relation to the following in terms of : I. Product /services to be offered? II. Distribution facilities? III. Sources and levels of funding?				
6	Is (are) there marketing professionals working for your organization?				
7.	In your opinion, do you think that the technique of marketing is applied in your organization?				
8.	Does your organization have developed any criteria to measure its outputs (results)?				
9.	Do you have an established method of communications for your customers to contact you about some aspects of your services after are provided?				
10.	Does management practice different marketing mixes for Different segments of the market?				
11.	Is marketing management integrative with other departments like Research, production, purchasing, and finance?				

Par III. Questionnaire on marketing mix (product /service, price, place and promotion):

1. Which of the following marketing activities (functions) has your organization being engaged in most frequently?
 - a. Products/services activity ()
 - b. Distributing activity ()
 - c. Fund raising activity ()
 - d. Promotional activity ()
 - e. Other (please write) _____
2. Do you believe that your products/ services are what the market wants?
 - a. Yes ()
 - b. No ()
 - c. I do not know ()
 - d. No response ()
3. Do you think that a range of accommodations (number of products/services) exist in your organization to meet actual and expected clients' needs?
 - a. Strongly agree ()
 - b. Agree ()
 - c. somewhat agree ()
 - d. Disagree ()
 - e. strongly agree ()
4. Do you agree that your organization's products or services program is designed separately for each client and donor markets?
 - a. Strongly agree ()
 - b. Agree ()
 - c. somewhat agree ()
 - d. Disagree ()
 - e. strongly disagree ()
5. Overall, how do you rate your products/services rate of performance?
 - a. Excellent
 - b. Very good
 - c. Good
 - d. poor
 - e. Very poor
6. Is there any pricing strategy in your organization?
 - a. Definitely yes ()
 - b. Probably yes ()
 - c. Probably no ()
 - d. Definitely no ()
 - e. I don't know ()
7. Who is (are) the source(s) of your project funds?
 - a. Government ()
 - b. Local NGOs ()
 - c. Foreign NGOs ()
 - d. Other sources _____
8. Do you agree that your organization get adequate fund to undertake activities at grass root (kebele) Levels?
 - a. Strongly agree ()
 - b. Agree ()
 - c. Neither agree nor disagree ()
 - d. Disagree ()
 - e. strongly disagree ()
9. How does your organization mobilize and allocate the fund?(Please write)

10. Overall, how do you rate your organization's fund raising activities?
 - a. Excellent ()
 - b. Very good ()
 - c. good ()
 - d. poor ()
 - e. Very poor ()
11. Which type(s) of distribution plan is /are used by your organization?
 - a. Direct distribution (without intermediaries) ()
 - b. Indirect distribution ()
 - c. Both ()
 - d. I do not know ()
 - e. No response ()
12. What is your organization's current distribution strategy?
 - a. Intensive ()
 - b. Exclusive ()
 - c. Selective ()
 - d. I do not know ()
 - e. No response ()

13. How does your organization ration (distribute) the services/ products among different client groups (please write)

14. What types of problem did you face when delivering products /services to clients?
(Please write)

15. What is/are the objective(s) of promotion used by your organization?(You can choose more than one)

a. Informative () b. Persuasive () c. Reminding () d. I do not know () e. No response ()

16. Which types of promotion (communication) techniques is/are used by your organization?

a. Mass media advertising () d. Pamphlets ()
b. Sales persons () e. News papers ()
c. Billboards () f. Other (specify here) _____

17. As listed in Q#16, how does your organization determine its communication mix?
(Please write) _____

18. Most frequently, which of the following advertising types does your organization use?

a. Products/services advertising () c. Neither of them ()
b. Institutional /Image advertising () d. Other (please specify) _____

19. How frequently your organization has engaged in promotional activities?

a. Most frequently () b. frequently () c. Some times () d. Less frequently () e. least frequently ()

20. Based on, your opinion how do you rate your organization's promotional performances?

a. Excellent () b. Very good () c. Good () d. poor () e. Very poor ()

21. Based on your opinion, how do you rate the satisfaction level of clients by your services? They are:

a. Very satisfied () d. Dissatisfied ()
b. Satisfied () e. Very dissatisfied ()
c. Somewhat satisfied ()

22. In your point of view, how do you rate the donors' satisfaction level by your organizational services?

- | | |
|---------------------------|--------------------------|
| a. Very satisfied () | d. Dissatisfied () |
| b. Satisfied () | e. Very dissatisfied () |
| c. Somewhat satisfied () | |

23. Overall, how would you rate your organization's performance in respect to the four Ps (product, place, price and promotion) of marketing?

- | | |
|------------------|------------------|
| a. Excellent () | d. Poor () |
| b. Very good () | e. Very poor () |
| c. Good () | |

24. According to your opinion, what do you think are those factors that were contributing for very poor Marketing mix practices? (Please specify)

25. Based on your opinion, what solutions would you recommend, in order tackle marketing mix (Product, place, price, and promotion) problems?

የአዲስ አበባ ዩኒቨርሲቲ ቢዝነስ ኢኮኖሚክስ ፋካኒቲ
ማርኬቲን ማኔጅመንት ትምህርት ድህረ- ምረቃ ጥናት

ለአገልግሎት ሰጪ መስሪያ ቤት ሰራተኞች የተዘጋጀ መጠይቅ

ወድ መላሽ ሰጭዎች፣ ይህ መጠይቅ የተዘጋጀው በማርኬቲንግ ማኔጅመንት ትምህርት ድህረ ምረቃ ማሟያ ጥናት መረጃ ለመሰብሰብ የተዘጋጀ ሲሆን የመጠይቁ አላማም ለትርፍ ያልተቋቋሙ ድርጅቶችን በተለይ የአዲስ አበባ ኤች.አይቪ/ኤድስ መከላከል እና መቆጣጠሪያ ጽ/ቤት የማርኬቲንግ አሰራሮችን በመዳሰስና ትኩረት በመስጠት በአዲስ አበባ ከተማ አስተዳደር ያሉ ትርፍ አልባ ድርጅቶች የማርኬቲንግ አሰራር ያለበትን ሁኔታ ለማጥናትና ለመዳሰስ የተዘጋጀ ነው።

ስለዚህም ለዚህ የምርምር መመሪያ ጽሁፍ ስኬታማነት ከዚህ በታች የተዘረዘሩትን ጥያቄዎች በአግባቡ እንዲመልሱ በትህትና እየጠየቅን፣ ከሁሉም በላይ የሰጡት ምላሽ ሚስጥራዊና ለተያዘለት አላማ ብቻ የሚውል መሆኑን እየገለጽን ላደረጉልን ትብብር በቅድሚያ እናመሰግናለን።

ማሳሰቢያ፡-

1. ስምዎን መፃፍ አያስፈልጎትም
2. ለሚሰጡት ምላሽ በሳጥኑ ውስጥ ☒ ምልክት ያድርጉ
3. የእርስዎን አስተያየት ለሚጠይቁ ጥያቄዎች በተቀመጠው ክፍት ቦታ ይጻፉ

ክፍል አንድ፡- የግል መረጃ ስለመጠየቅ

1. ፆታ ሀ/ ወንድ ☐
ለ/ ሴት ☐
2. እድሜ ሀ/ 18-24 ☐ መ/ 45-54 ☐
ለ/ 25-34 ☐ ሀ/ 55-64 ☐
ለ/ 35-44 ☐ ረ/ 65 ወይም ከዛ በላይ ☐
3. የጋብቻ ሁኔታ
ሀ/ ያገቡ ☐ ለ/ የፈቱ ☐
ለ/ ያላገቡ ☐ መ/ ባለቤት የሞተባቸው ☐
4. ከፍተኛ የትምህርት ደረጃዎ ምንድን ነው?
ሀ/ ሁለተኛ ደረጃ ☐ ለ/ ቢ.ኤ/ ቢ.ኤስ.ሲ ☐
ለ/ የኮሌጅ ምሩቅ ☐ መ/ ድህረ ምረቃ ☐
5. የሥራ ልምድ
ሀ/ 0-3 ዓመት ☐ ለ/ 7-9 ዓመት ☐
ለ/ 4-6 ዓመት ☐ መ/ 10 ወይም ከዛ በላይ ☐

ክፍል ሁለት :- በማርኬቲንግ ተግባራት/ እንቅስቃሴ/ ዙሪያ የተዘጋጀ መጠይቅ

ተ/ቁ	ዝርዝር	አዎ	አይደለም	አላውቅም	ምላሽ የለኝም
1	ድርጅትዎ የትኛውን ዓይነት የማርኬቲንግ /ገበያ/ ፕሮግራሞች አሉት፡ 1. የምርት/ አገልግሎቶች ፕሮግራሞች? 2. የማከፋፈል ፕሮግራም? 3. የገንዘብ ማሰባሰብ እንቅስቃሴ? 4. የማስተዋወቅ እንቅስቃሴ?				
2	ለጥያቄ ቁጥር 1 ምላሽ (1) ምርት /አገልግሎት ልማት ፕሮግራም "አዎ" ከሆነ የሚከተሉት የትኛው ማርኬቲንግ/ገበያ/ ፕሮግራሙ ይመለከታል ወይም ይገናኛል፡- 1. እርዳታ ሰጭ አካላትን ብቻ? 2. የደንበኛ አካላትን ብቻ? 3. የእርዳታ ሰጭ እና የደንበኛ አካላትን ሁኔታ?				
3	ድርጅትዎን ለማስተዋወቅ ለሚከተሉት አካላት የተደረገ እንቅስቃሴ አለ? 1. ለደንበኛ አካላት? 2. ለአካባቢ ማህበረሰብ? 3. ለመንግስት ክፍል? 4. ለእርዳታ ሰጭ አካላት? 5. ለባለድርሻ አካላት እና ለተባባሪ አካላት?				
4	አዲስ ምርት/አገልግሎት ልማት በተመለከተ ድርጅትዎ ውስጥ የማርኬቲንግ/ገበያ/ አላማ አለ?				
5	ድርጅትዎ ውስጥ የሚከናወኑ የማርኬቲንግ/ግብይት/ እንቅስቃሴ ከሚከተሉት ጋር በተያያዘ አካሄድ አለ 1. ተጠቃሚዎች/ደንበኞች? 2. የማከፋፈልናአቅርቦት ሁኔታ? 3. ገንዘብ የማሰባሰብ እና የፈንድ/ገንዘብ/ ምንጭ ደረጃዎች የመለየትሁኔታ?				
6	በድርጅትዎ ውስጥ የሚሰሩ የማርኬቲንግ ባለሙያዎች አሉ?				
7.	በእርስዎ አስተያየት በድርጅትዎ ውስጥ የማርኬቲንግ ቴክኒክ ተተግብሯል ብለው ያስባሉ?				
8.	ድርጅትዎ እየተመዘገቡ ያሉ ውጤቶችን ለመለካት የሚያስችል መስፈርት አለው?				
9.	አገልግሎት ከሰጡ በኋላ ደንበኞችዎ ስለአገልግሎቱ ክርስዎ ጋር መገናኘት የሚያስችል የግንኙነት ዘዴ አለው?				
10.	ድርጅትዎ ለተለያዩ የደንበኛ አካላት የተለያዩ ማርኬቲንግ ፕሮግራሞች አሉት?				
11.	በድርጅትዎ የማርኬቲንግ ክፍል ከሌሎች ክፍሎች እንደ ግዥ እና ፋይናንስ ከመሳሰሉት ጋር ትስስር አለው?				

(ምርት/አገልግሎት፣ ዋጋ፣ ቦታ እና ማህበራዊ)

1. ከማከተሉት የማርኬቲንግ እንቅስቃሴዎች ድርጅት በአብዛኛው የሚሳተፈው በየቱ ላይ ነው?

ሀ/ በአገልግሎት/ምርት እንቅስቃሴ ☐ ለ/ ገንዘብ ማህበራዊ እንቅስቃሴ ☐

ሀ/ የማከፋፈል እንቅስቃሴ ☐ ሙ/ የማሳተፍ እንቅስቃሴ ☐

ሀ/ ሌላ (እባክ ይግለጹ) _____

2. የድርጅትዎ ምርቶች/ አገልግሎቶች የደንበኞችን ፈላጎት መሰረት ያደርገ ነው ብለው

ያምናሉ?

ሀ/ አዎ ☐ ለ/ አይደለም ☐ ሐ/ አላውቅም ☐ ሙ/ ምላሽ የለኝም ☐

3. ያሉ እና የሚጠበቁ የደንበኞችን ፍላጎቶች ለማሟላት በድርጅት ውስጥ

የምርቶች/አገልግሎቶች ብዛት በቂ ነው ብለው ያስባሉ?

ሀ/ በእርግጠኝነት አዎ ☐ ሐ/ ምናልባትም የለም ☐

ሀ/ በምናልባት አዎ ☐ ሙ/ በርግጠኝነት የለም ☐

ሀ/ አላውቅም ☐

4. ለአያንዳንዱ ደንበኛ እና እርዳታ ለጭ ክፍሎች የድርጅትዎ ምርቶች ወይም አገልግሎቶች

ፕሮግራም በተናጠል ዲዛይን ተደርጓል ብለው ያምናሉ?

ሀ/ አዎ ☐ ለ/ አይ ☐ ሐ/ አላውቅም ☐ ሙ/ ምላሽ የለኝም ☐

5. በአጠቃላይ የድርጅትዎን ምርቶች/አገልግሎቶች ደንበኛዎችን ከማርኬት አገዳር እንዴት

ያዩታል?

ሀ/ እጅግ በጣም ጥሩ ☐ ለ/ በጣም ጥሩ ☐ ሐ/ ጥሩ ☐ ሙ/ ደካማ ☐ ሀ. በጣም ደካማ ☐

6. በድርጅት ውስጥ ለሚሰጡ አገልግሎቶች ዋጋ ማውጣት እስከትራቂጅ እለ?

ሀ/ በእርግጠኝነት አዎ ☐ ለ/ ምን አልባት አዎ ☐ ሀ. አላውቅም ☐

ሙ/ በርግጠኝነት የለም ☐ ሐ/ ምን አልባት የለም ☐

7. የፕሮጀክት የገንዘብ ምንጮች እነማን ናቸው?

ሀ/ መንሰት ☐ ለ/ ወራ መንሰት ያልሆነ ሃርሰቶች ☐

ሐ/ አብሮ በቀል መንሰትዋ, ልሆኑ ሃርሰቶች ☐ ሙ/ ሌሎች ምንጮች -----

8. በቀበሌ, ረሳ ያሉ መዋቅሮች ተግባራትን ለማከናወን በቂ ለገዛብ, ማል ብለው ያምናሉ?

ሀ/ በጣም, ማል ☐ ሐ. በከፊል ያገኛሉ ☐ ሀ. በጣም አ ማል ☐

ሀ/ በበቂሁኑ ድካም ☐ ሙ. በበቂሁኑ ድካም ☐

9. ለሠራተኛው "8" መልስ "/በጣም ሳይሆን" ከሆነ ለሚከተሉት በምን መልኩ እና እንዴት ትገባህ ትገባል? (እንዲሁ ቅጽ) _____

10. በአምታላ ለሚከተለው ማሳሰቢያ እንቅስቃሴውን እንዴት ይገባል? (ለአስተያየት ርምጃዎች ብቻ)

ሀ/ እንደሁሉ በጣም ሠራተኛ ☐ ሐ. ሠራተኛ ☐ ሠ/ በጣም ሳይሆን ☐
ለ/ በጣም ሠራተኛ ☐ መ. ሳይሆን ☐

11. ሃርሐትዎ የሚሰጣቸውን አገልግሎቶች ለተገልጋዮች ተደራሽ የሚያደርገው ከሚከተሉት በየትኛው ዘዴ ነው?

ሀ/ በቀሠታ ማክቂቂል (ለ መሸራረፍ) ☐ መ/ አላውቅም ☐
ለ/ ቀሠታ ላይ ማክቂቂል ☐ ሠ/ መልስ ሳትችሉ ☐
ሐ/ ሁሉንም ☐

12. በአሁኑ ወቅት ሃርሐትዎ የሚጠቀምበት ማክቂቂል እስተራቴጂ ምን ዓይነት ነው?

ሀ/ ለሁሉም ቦታዎች ለማዳረስ ☐ ሐ/ ለትመረጡ ደንቦች ☐ ሠ/ ምላሽ የለኝም ☐
ለ/ በላሳሳብ ደረጃ ☐ መ/ አላውቅም ☐

13. ሃርሐትዎ ምርቶችን/አገልግሎቶችን ለተለያዩ ንብረቶች እንዴት ተደራሽ ያደርጋል (እንዲሁ ቅጽ) _____

14. ሃርሐትዎ ለ ንብረቶች ምርቶችን/አገልግሎቶችን ሲቀርብ ምን ዓይነት ችግሮች አጋጥሞታል(እንዲሁ ቅጽ) _____

15. በሃርሐትዎ ሠራተኛው ላይ ለሆኑ ማስታወቂያዎች አላማቸው ምን ዓይነት ነው/ናቸው?

ሀ/ ለማሳወቅ ☐ ለ/ ለማሳሰብ ☐ ሐ/ ለማሳሰብ ☐ መ/ አላውቅም ☐
ሠ/ ምላሽ ሳትችሉ ☐

16. ድርጅትዎ ምን ዓይነት ማስተዋወቂያ መንገዶችን ይጠቀማል?

ሀ/ በመሳሪያ ብዙሃን ማስተዋወቅ ☐ መ/ በራሪ ወረቀቶች ☐
ለ/ ሽራ ሰራተኞች ☐ ሠ/ ሕዝባዊ ☐
ሐ/ በኢንተርኔት ☐ ረ/ ሌላ (ማለት) ☐

17. በቀሠታ 16 እንደተዘረዘረው ሃርሐትዎ መሳሪያ መንገዱን እንዴት ይወስናል? (እንዲሁ ቅጽ) _____

18. ሃርሐትዎ በአብዛኛው የቱን ማስተዋወቂያ ዘዴ ይምቀማል/

ሀ/ ምርቶች/ አገልግሎቶች ማስተዋወቅ ☐ ሐ/ ሁሉንም ዲ.ም.ቀ.ም. ☐
ለ/ መ/ቤቱን ለማስተዋወቅ ☐ መ/ ሌላ (ማለት) ☐

19. ሃርሐትዎ በማስተዋወቅ እንደሚታወቅ ላሉ ምንጭ ህል በቲላ ሕዳሚ ስራል
ሀ/ በሞም በቲላ ጋጋሚ ☐ ለ/ በቲላ ሕዳሚ ☐
ሐ/ አጼ ንሀ ☐ ሠ/ አነስተኛ ☐ መ/ ሌላ ጋገም ☐

20. በእርሶ አስተያየት ሃርሐትዎ ማስተዋወቅ ብቃት እንደሆነ ይታል?
ሀ/ እስሐሐ ባሞም ሠሩ ☐ ለ/ በባም ጥሩ ☐
ሐ/ ሠሩ ☐ መ/ ሌላ ከማ ☐ ሠ/ በሞም ጋገም ☐

21. በእርሶ አስተያየት ሃርሐትዎ በሚሰጣቸው አገልግሎቶች የደንበኞች እርካታ እንዴት
ያዩታል?
ሀ/ በባም ረክተዋል ☐ ሐ/ በመጠኑ ረክተዋል ☐ ሠ/ አልረከም ☐
ለ/ ረክተዋል ☐ መ/ በመጠኑ አልረከም ☐ ረ/ በባም አልረከም ☐

22. በእርሶ አስተያየት ድርጅትዎ በሚሰጠው አገልግሎት የእርዳታ ስጭዎች እርካታ ምን ያህል
ነው?
ሀ/ በባም ረክተዋል ☐ ሐ/ በመጠኑ ረክተዋል ☐ ሠ/ አልረከም ☐
ለ/ ረክተዋል ☐ መ/ በመጠኑ አልረከም ☐ ረ/ በባም አልረከም ☐

23. በአጠቃላይ ከአራቱ የማርኬቲንግ ፕሮግራሞች (ምርት፣ ቦታ፣ ዋጋ እና ማስተዋወቅ)
አኳያ የድርጅትዎን ብቃት እንዴት ያዩታል?
ሀ/ እስሐሐ በሞም ሠሩ ☐ ሐ/ ሠሩ ☐ ሠ / በባም ደካማ ☐
ለ/ በሞም ሠሩ ☐ መ/ ደካማ ☐

24. በእርሶ አስተያየት በድርጅት በባም ደካማ ወይም ደካማ የማርኬቲንግ አሰራር ችግሮች
ምክንያት ምንድን ነው ይላሉ? _____

25. በእርሶ በአስተያየት ለማርኬቲንግ ወህድ ችግሮች መፍትሄዉ ምንድን ናቸው ይላሉ?



Date 15/07/02 GP

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