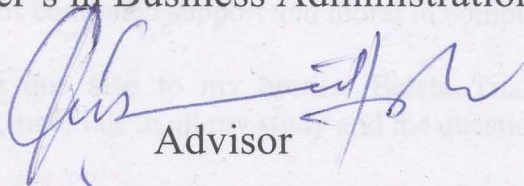


**THE PRACTICE OF USING MARKETING RESEARCH OUTPUTS
TO SUPPORT MARKETING/BUSINESS DECISION-MAKING:
A Study of Foodstuff-Producing and Beverage-Producing
Firms in Addis Ababa**

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Advisor
Doctor Gurmeet Singh



By
Bezabih Bekele
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ABSTRACT

This study was conducted to look at issues related to marketing researches: practices of conducting and using marketing researches, limitations/problems in making researches and in using research outputs by foodstuff-producing and beverage-producing firms in Addis Ababa. Two major problem areas were the basis for making the study regarding the issues: Often managers/decision-makers of most foodstuff-producing and beverage-producing firms have less practice to conduct marketing researches, and thereby use the outputs/results of marketing researches to support their decision-making (1). There are problems in these foodstuff-producing and beverage-producing firms in effectively and reliably utilizing the outputs of the researches made because most researches are considered to lack 'quality' on the side of the decision-makers (2).

Descriptive research type and survey method (to collect the primary data from subjects) preferably used to conduct the study. Two types of questionnaires-for the decision makers and for the marketing research personnel- distributed to 10 and 5 foodstuff-producing firms and beverage-producing firms, respectively. A total of 29 questionnaires from the marketing research personnel and 27 questionnaires from the decision-makers collected.

Out of an overall analysis of the responses of the two types of respondents the following major conclusions were drawn. It can be said that most of the foodstuff producing and beverage-producing firms have not been much benefited from the outputs of the marketing researches. There was a need on the side of the decision-makers to using the research outputs and, on the other hand, less emphasis was given to the research making unit/or there was less practice of conducting marketing researches. This would be resulted because the management could not fully rely upon the accuracy/the quality of the marketing research reports.

Problem-identification researches were not given much emphasis by the firms. Compared to the other types of research studies, pricing studies had been given priority. It can be

inferred that most of the firms were unable to be benefited from the other types of the marketing researches, which they would be equally benefited as the pricing studies

Despite the inadequacy of the allocated budgets for conducting marketing research activities and the number of research problem areas and management conflict areas raised on both the decision-making and research making personnel, no decision-maker replied that the research outputs were fully ineffective for making decisions. Therefore, it can be concluded that if it was possible to eliminate/reduce the above problems and conflict areas and improve the quality, effectiveness and the frequency of making different types of marketing researches as needed, the firms would be benefited much more form the research outputs.

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CHAPTER ONE

THE PROBLEM AND ITS APPROACH

1. INTRODUCTION

Information is valuable asset, which can help a company improve its knowledge of customers and its ability to meet their needs profitably. Marketing research is essentially about keeping in touch with a firm's/company's customers and its competitors.

Marketing information needs vary from one company to another but the problems associated with identifying the needs, setting priorities and making the effective use of information are common to most companies (especially the consumer goods producing firms).

Information generated by the marketing research reduces the risks involved in decisions. Marketing research is very important in developing marketing as well as firm's strategies. The information collected directly affects the planning of the product. For this reason, market research is very important in firms making consumer goods, e.g., confectionery, foodstuff, beverages, cosmetics, soaps, shoes, textiles, electronics, etc. It is also necessary to conduct marketing research by firms which produce branded goods and are in competition with other brands to know and maintain the popularity of their products among consumers.

In most consumer goods producing firms, including foodstuff producing and beverage producing firms, the marketing research department is isolated from key departments, and from setting the tactical and strategic plans. Too often, the researcher himself/herself is not sufficiently management oriented. The major reason why managers fail to get the maximum value from the market research is because they do not understand the nature of the decision process and the exclusion of the marketing researcher/department from their tactical and strategic planning.

In most of foodstuff producing and beverage producing public enterprises, and in most of the times, decision makers do not frequently use the outputs of marketing researches as needed.

There are conflicts between the decision makers (users of marketing information) and the marketing research personnel/department. A number of probable sources of conflicts include: a research result that presents criticism of a department, lack of research budgets for the research department, the emergency research requests for troubles that are presented for the research department, the ignorance of the results or outputs of the researches made, and the managers' intuitive decisions and the making of future decisions based on past experience, the making of pseudo-research for the purpose of organizational politics, etc.

The decision makers of these foodstuff producing and beverage producing firms have also problems in implementing the recommendations of the research, though they think the researches made are reliable and dependable to make decision. This can be because of other intra-organizational /functional problems and the incapacity of the firm and functional areas, for example, the inability of the production department, in developing a new product or modifying the existing product that consumers/respondents wanted it to be. The rightness/applicability of the recommendations may also discourage the management to encouraging the conducting of further researches. In such cases, the research making body may not help to bring a solution, or even may add new problems to the existing problem by suggesting recommendations, which would be difficult to implement with the firm's capacity.

The resources constraints (such as money, time, research skills, etc) also have influence on the scope to the marketing research. In many foodstuff-producing and beverage-producing firms, the scope of the marketing research may have to be reduced to accommodate budget constraints. This will put in question the effectiveness/adequacy and quality of the research output in providing relevant and reliable information which is useful to make the right decisions.

Management can also be deceived by the perceived quality of the products and the high demands that are currently observed. This may lead the management to believe that the customer is now

fully satisfied. What if researches support/ suggest about the need of making improvements and modifications will increase the demand to the presently high demanded products? Or, what if the research results show the current high sale or demand of the product is related to some other factors, such as absence of competitors or existence of less competing product in the market, or because of one specific quality of the product, or the price, or the packaging, or ... Here, effective marketing researches will obviously will avoid/reduce the intuitive judgment of the management/decision-making body/ and it will help to depend on scientific research outputs.

In making marketing researches, there are also problems in prioritizing research objectives and in identifying purposes, such as whether to make pricing research, or product research, or segmentation research, or market share research, or promotional research, or distribution research, etc. And the specific research needs under each of these marketing research requiring areas.

There are also problems in choosing the right tools of data collection, in selecting the right method of research for a particular set of marketing problems and management dilemmas.

Managers', and also researchers' bias and prejudice in obtaining the reliable/factual information from respondents such as, wholesalers, retailers, sales agents, and from final customers can also be a marketing challenge for firms producing foodstuff or beverage.

Therefore, this study will try to see the type and extent of marketing researches that these firms are doing and identify some of the marketing research problems and limitations and will try to give some recommendations which will aid the recognition and reduction of the problems.

2. STATEMENT OF THE PROBLEM

The manufacturer of foodstuff or beverage products firm may ask, Will a package image change improve our brand image? To which market we are losing sales? What prices will be suitable for the customers and the company to increase sales? Which competitors' products are sold in a market and what preferential products our competitors are selling and charging prices? What distribution routes and intermediaries will be used in order to increase the scope of the market operation? In what ways and what media will be used to promote our products? All of these marketing questions, as well as others concerning most other marketing decisions, require information about how customers, competitors, and distributors will respond to market decisions.

It is known that everyday marketing managers/decision makers translate their experiences with marketing phenomena into marketing strategies. Information from a manager's experiences frequently is used in an intuitive manner because of the time pressure of business decisions or because the problem does not warrant more formal methods. However, the primary task of marketing management is effective decision making. In making decisions without systematic inquiry may occasionally be successful, but in the long run intuition without research can lead to disappointment.

Obviously decisions under uncertainty require the conducting of marketing researches and the output of marketing researches would help the management to reduce uncertainty/risk. What if market researches are absent or what if they are not effective or do not specify and do not supply adequate, accurate information to reduce uncertainty?

Here, regarding the foodstuff-producing and beverage-producing firms, the two major problem areas include:

1. Often managers/decision makers of most foodstuff-producing and beverage-producing firms have less practice to conduct marketing researches, and thereby use the outputs/information of marketing researches to support their decision-making. The fast moving nature of these daily consumable products and availability of many closely substitute products in the market, questions the effectiveness and the quality of the intuitive based decision-making practice of the decision makers, and the quality or appropriateness of the made decisions in solving the key marketing problem areas.

Even if there are research departments/units/teams in some of these foodstuff-producing and beverage-producing manufacturers, they are given less concerns about their role in helping the management's decision-making. Because of this their activities in conducting researches are impeded with a number of possible factors: lack of adequate budget, limitations of trained research personnel, problems related to the making of 'pseudo-researches', the personal bias of decision-makers on the role, the nature, and the quality of marketing researches, and their ability to identify the problem areas or management dilemma, etc

2. There are problems in these foodstuff-producing and beverage-producing firms (in Addis Ababa) in effectively and reliably utilizing the outputs of the researches made because most researches are considered to lack 'quality' on the side of the decision-makers. The personal bias of the researchers to supporting their preconceived ideas, the inability of the researches to uncover the inner core of the problem or to meet the required objectives, the cooperation of the researchers with some managers in the making of 'pseudo-researches', the qualification of the researchers, the problems in getting accurate & relevant data from customers, respondents, the lack of obtaining quality & adequate secondary data from government units & other external sources, the time lag in presentation & implementation of researches, the difficulty in ascribing

& interpretation of results, the inability of measuring research costs vis-à-vis benefits, and similar problems are the possible reasons.

Basic questions to be answered by the study

In relation to the above marketing research problem areas, this study will try to answer the following basic questions:

1. To what extent marketing managers/decision makers of foodstuff-producing and beverage-producing firms base their decision-making on marketing research information in order to solve the key marketing problem areas.
2. What kinds/types of marketing researches have been made by these food-stuff producing and beverage-producing firms, and to what extent?
3. Why do the marketing researches that have been made by the research making unit of these firms could not support the marketing managers'/decision-makers' decision-making?
4. What are the major constraints or challenges that encounter the marketing research unit/body in conducting marketing researches?
5. What are the major area of conflicts between the managers/decision-makers and the marketing research making unit/team?
6. Which key marketing problem areas lack marketing researches by most of the food-stuff producing and beverage-producing manufacturers in Addis Ababa?
7. How, then, marketing managers/decision-makers would benefit from the outputs of marketing researches in order to base their marketing decisions on factual finding?

3. OBJECTIVES OF THE STUDY

The main objectives of this study are:

- To show the practice of conducting marketing researches and using marketing research outputs for supporting marketing/business decision-making by the foodstuff-producing and beverage-producing firms that are found in Addis Ababa..
- To describe the problems, limitations of these foodstuff-producing and beverage-producing firms in conducting marketing researches and in using marketing research outputs.

In addition, the study will try to meet the following specific objectives:

- to show/emphasize the importance/role of making marketing researches for improving the quality of decision-making of decision-makers, especially marketing managers
- to assess whether decision-makers in food-stuff producing and beverage-producing firms usually conduct marketing researches (when research is needed) in order to support their decisions in the key marketing problem areas
- to see how marketing researches units/teams in these firms make marketing researches
- to identify the key marketing problem areas and the objectives of researches the firms frequently want to make
- to see the degree to which top management gives considerations or promote the conducting of marketing researches
- to show how managers can benefit from the outputs/information of marketing researches in making fact based decisions

4. SIGNIFICANCE OF THE STUDY

1. Decision-makers, and particularly marketing decision-makers in food-stuff producing and beverage-producing firms, may have the awareness about the importance of marketing research for their decisions, and may have the initiation in considering, reorganizing the research units and in conducting marketing researches in their respective firms.
2. Marketing researchers may have the understanding and the opportunity to reshape the views of managers by making known their contributions in defining and their help in solving marketing problems along with the management.
3. Individual firms may have the chance to see which specific areas of marketing problem (decision areas) have not been well studied/touched. Therefore, they may decide to conduct and use marketing researches in order to make sound decisions or reduce the risk of decision-making which would enable them to increase their sales/market share and profit.
4. Students or academic researchers can easily identify those marketing problem areas or particular marketing issues that lack researches, and then they can make further detailed researches in these particular marketing issues or problems.
5. External research suppliers, or private management consultancies or advertising agencies can refer the paper to see the particular research requiring areas, and then ask to help these food-stuff manufacturers or beverage manufacturers to conduct researches on their behalf or/and to give trainings to the research making team in each firm.
6. Education and training institutes can easily see the importance of training qualified personnel (marketing researchers) in this shortage area.
7. Consumers, customers or possible respondents who may read this study may become aware that the marketing researches have contributions not only for the business but also for the government as well as for them (to be satisfied by the product they need & want). Therefore, they may become cooperative in providing the necessary data and express their feeling freely while businesses will make researches.

5. SCOPE OF THE STUDY

This study is confined to the problems/challenges encountered by foodstuff producing and beverage-producing firms in conducting and using marketing researches.

The researcher initially interested to make and to confine this study on these manufacturers because of the following reasons:

- There are a lot of food-stuff manufacturing enterprises in Addis Ababa. Therefore, it will be possible to obtain a representative sample all from Addis Ababa considering time and financial constraints.
- Foodstuff and beverage products are fast moving products and there are a number of closely substitute/competing products in the market. The nature of the products and the market require the marketing decision-makers to always encounter with key marketing decision requiring areas, such as product, pricing, distribution, promotion issues, as well as consumer, market, and competitors analysis. Therefore, it will be possible to easily, closely see and explore at issues related to the key marketing research requiring problem areas for the related products.

The study is also confined to showing/assessing the degree of specific type of market researches that have been conducted by these firms and describing only the problems of making marketing researches and the limitations of the researches that have been made in terms of the usefulness/contribution for the managements' decision-making. It will not specifically analyze or evaluate the technical matters of the marketing research, such as evaluating the particular marketing research process, the appropriateness of the research design, questionnaire/interview design of each firm.

6. METHODS AND PROCEDURES TO CONDUCT THE STUDY

Research Type: Descriptive Research

Method of Data Collection: Survey

Instruments to Collect Data:

- **Questionnaire Type I.** For the marketing research department/unit/director or team or personnel of each firm.
- **Questionnaire Type II.** For the management/marketing decision-makers of each firm who could or would possibly make marketing or business decisions based on market research outputs (possible users of marketing research outputs).

If need be, unstructured interviews will be made with chief/team leaders of the marketing research unit.

Procedures:

Questionnaire Type I will be distributed to the research making unit or personnel of the selected beverage-producing and foodstuff-producing firms. In each firm, all the research making team members or personnel will be expected to fill the questionnaires.

Questionnaire Type II will be distributed to the marketing decision makers in the same firm. In addition, all the top management bodies will be expected to fill the questionnaires.

Data Analysis and Interpretation:

Tables will be used to compare the responses/findings among the firms. The tables will have sub-totals to show the response of each firm, and grand totals to show the survey results of the study in one.

Percentages will be applied to sort and analyze the share of each choice or response for each item, and to show the grand totals of the survey. Comparisons will also be made between the responses of the decision makers and the marketing research unit/team for similar items.

Sample Size:

The subjects will be selected purposefully based on size, existence in the industry and the scope of operations. A total number of 20 manufacturers will be selected. And each group (the marketing research personnel and the decision-makers of the firms) will fill at least two questionnaires at a single firm. Therefore, a minimum number of the questionnaires that will be distributed for each group will become 40 (forty). This is done because equal number of responsible parties may not exist in the different firms because the number and qualification of the subjects can vary as a result of the firm's organization structure, the degree of making marketing researches by the firms and the scope of operation/activities.

Data Analysis and Interpretation:

Tables will be used to compare the responses/findings between the two types of firms. The tables will have subtotals to show the response of each type of firm, and totals to show the total frequency results of both firms in one.

Percentages will be used to analyze the share of each choice or response for each item. Comparisons will also be made between the responses of the foodstuff producing and the beverage producing decision-makers and the marketing research personnel/team for similar items.

7. STRUCTURE OF THE PAPER

The first chapter is the Proposal. Chapter Two will discuss Conceptual Framework and Review Literature. Data Presentation and Analysis will be presented in Chapter Three. Summary, Conclusions, and Recommendations will be given on Chapter Four.

CHAPTER TWO

CONCEPTUAL FRAMEWORK AND RELATED LITERATURE

I. CONCEPTUAL FRAMEWORK-MARKETING RESEARCH

1. THE CONCEPT OF MARKETING RESEARCH

Marketing research was defined in a number of different contextual ways by different authors. One common thing of all the definitions of marketing research is related to the supply of *information* that will be helpful to make decisions related to marketing problems/business problems.

In a problem-solving context the emphasis is on applied or decisional research. For the purpose of this study/research paper and to make it clear, therefore, the following given definitions will be useful:

Marketing research is defined as the systematic and objective process of generating information to aid in making marketing decisions. This process includes specifying what information is required, designing the method for collecting information, managing and implementing the collection of data, analyzing the results, and communicating the findings and their implications. (Zikmund, 1997: 4)

Cited in Green and et al, The Board of Directors of the American Marketing Association has approved the following as the new definition of marketing research:

Marketing research is the function with links the consumer, customer, and public to the marketer through information - information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process.

Marketing research specifies the information required to address these issues; designs the method for collecting information; manage and implements the data collection process; analyzes the results; and communicates the findings and their implications. (Green et al, 1998:2-3)

Marketing Research: A Means for Implementing the Marketing Concept

Satisfying the consumer is a major goal of marketing. One purpose of marketing research is to obtain information that identifies consumers' problems and needs, bridging the information gap between marketing executives and consumers. Researching consumer needs in this way enables firms to fulfill the marketing concept. Measuring consumer satisfaction is another means of determining how well a company is fulfilling the marketing concept. Consumer satisfaction research can ascertain whether an organization's total quality management program is meeting customer expectations and management objectives.

By improving efficiency, research also facilitates profitability. For instance, during introduction of a new product, accurate forecasting of the product's potential sales volume is an essential basis for estimating its profitability. A firm considering the introduction of a low-calorie candy bar might rely on a test market experiment to determine the optimal price for this new concept. Extensive testing should be done to ensure that the marketing program is fine-tuned to maximize the firm's profitability while satisfying the consumer.

Because of the need for integrating company efforts, a marketing researcher must be knowledgeable not just about marketing research but about the entire spectrum of marketing activities (Zikmund, 1997: 9-11).

2. AIMS AND OBJECTIVE OF MARKETING RESEARCH

Patil outlined the aims for conducting marketing researches and objectives of making the researches to solve some of the recurring and the non-recurring problems (Patil, 1980-81:5-7).

The aims of the marketing research and analysis may be stated as follows:

- To define the probable market for a specialized product and to report on general market conditions and tendencies, buying habits, etc.
- To assess competitive strength and policies.
- To estimate potential buying power in various areas.
- To indicate the distribution methods best suited to the product and the market.
- To know the company's expected share of the market.
- To assess the probable volume of future sales.
- To study the geographical distribution of the market.
- To know about customer acceptance of the product.
- To study the requirements regarding the features of the product.
- To make packaging as attractive as possible.
- To understand why customers buy the product.
- To identify marketing opportunities or problems.
- To determine the dimensions of the marketing problems.
- To facilitate evaluation of the alternative solutions of different problems.
- To help in the selection of a right course of action.

Major types of operating (recurring) problems

- Sales forecasting
- Sales-expenses forecasting
- Control of sales volume and expenses
- Appraisal of territorial sales opportunities or potentials
- Measuring territorial variations in sales field, market share, sales effectiveness
- Sales quota setting
- Measuring variations in individual salesman's performance
- Measuring industry trends and company position in industry
- Product-quality and product-line review and evaluations
- Evaluation of alternative promotional methods
- Appraisals of advertising effectiveness
- Pricing policies and practices

Major types of non-recurring problems

- Problems of competitive product innovations
- Problems of changes in competitive forces
- Problems posed by major price changes
- Problems created by changes in competitive sales methods or policies
- Problems produced by shifts in consumption pattern
- Problems involving changes in distribution channels
- Problems in introducing and developing a new product
- Problems of discounting major products or product lines
- Problems arising out of proposed changes in sales methods or policies.

The managerial value of marketing research for strategic decision-making

The prime managerial value of marketing research comes from reduced uncertainty through information that facilitates decision-making about marketing strategies and tactics to achieve an organization's strategic goals.

Developing and implementing a marketing research strategy involves four stages (Zikmund, 1997:7-9)

:

1. Identifying and evaluating opportunities
2. Analyzing marketing segments and selecting target markets
3. Planning and implementing a marketing mix that will satisfy customers' needs and meet the objectives of the organization
4. Analyzing marketing performance

3. WHEN IS MARKETING RESEARCH NEEDED?

A marketing manager confronted with two or more alternative courses of action faces the initial decision of whether or not to conduct marketing research. The determination of the need of marketing research centers on 1) time constraints, 2) the availability of data, 3) the nature of the decision to be made, 4) the value of the research information in relation to costs.

Time Constraints: Systematic research takes time. In many instances management will believe that a decision must be made immediately, allowing no time for research. Decisions sometimes are made without adequate information or through understanding of market situations. Although not ideal, sometimes the urgency of a situation precludes the use of research.

Availability of Data: Often managers already possess enough information to make sound decisions with no marketing research. When they lack adequate information, however, research

must be considered. Managers must ask themselves, Will the research provide the information needed to answer the basic questions about this decision? Further if a potential source of data exists, managers will want to know how much it will cost to obtain those data. If the data cannot be made available, research cannot be conducted.

Nature of the Decision: the value of marketing research will depend on the nature of the managerial decision to be made. A routine tactical decision that does not require a substantial investment may not seem to warrant a substantial expenditure for marketing research. The nature of the decision is not totally independent of the next issue to be considered: the benefits versus the costs of the research. In general, however, the more strategically or tactically important the decision, the more likely research will be conducted.

Benefits versus Costs: Conducting research for managerial benefit requires expenditure. In any decision-making situation managers must identify alternative course of action, then weigh the value of each alternative against its costs. Marketing research can be thought of as an investment alternative: When deciding whether to make a decision without research or to postpone the decision in order to conduct research, managers should ask three questions. 1) Will the payoff or rate of return be worth the investment? 2) Will the information gained by marketing research improve the quality of the marketing decision enough to warrant the expenditure? 3) Is the proposed research expenditure the best use of the available funds? (Zikmund, 1997:17-18)

4. CLASSIFICATION OF MARKETING RESEARCH

Malhotra (1996:10-11) classified marketing researches into two major types as organizations could possibly conduct for either of these two reasons:

1) to identify and 2) to solve marketing problems. This distinction serves as a basis for classifying marketing research into problem-identification research and problem-solving research.

1) Problem-identification research is undertaken to help identifying problems that are perhaps, not apparent on the surface and yet exist or are likely to arise in the future. Examples of problem-identification research include market potential, market share, brand or company image, market characteristics, sales analysis, short-range forecasting, long-rang forecasting, and business trends research. A survey of companies conducting marketing research indicated that 97 percent of those who responded were conducting market potential, market share, and market characteristics research. (Cited in Malhotra, 1997, page17 Dick warren Twedt, Survey of Marketing Research (Chicago: American Marketing Association, 1983)) About 90 percent of also reported that they were using other types of problem identification research. Research of this type provides information about the marketing environment and helps diagnose a problem. For example, a declining market potential indicates that the firm is likely to have a problem achieving its growth targets. Similarly, a problem exists if the market potential is increasing but the firm is losing market share. The recognition of economic, social, or cultural trends, such as changes in consumer behavior, may point to underlying problems or opportunities.

2) Problem-solving research is undertaken to arrive at a solution. The findings of problem-solving research are used in making decisions that will solve specific marketing problems. More than two-thirds of companies conduct problem-solving research. (Cited in Malhotra, 1997, pages 25-27 Dick warren Twedt, Survey of Marketing Research (Chicago: American Marketing Association, 1983)) The following Table shows the different types of issues that are addressed by problem-solving research, including segmentation, product, pricing, promotion, and distribution research.

Segmentation Research:

- determine basis of segmentation
- establish market potential and responsiveness for various segments
- select target markets and create lifestyle profiles: demography, media, and product image characteristics

Product Research:

- test concept
- determine optimal product design
- package tests
- product modification
- brand positioning and repositioning
- test marketing
- control store tests

Pricing Research:

- importance of price in brand selection
- pricing policies
- product line pricing
- price elasticity of demand
- initiating and responding to price changes

Promotional Research:

- optimal promotional budget
- sales promotion relationship
- optimal promotional mix
- copy decisions
- media decisions
- creative advertising testing
- claim substantiation
- evaluation of advertising effectiveness

Distribution Research:

- determine type of distribution
- attitudes of channel members
- intensity of wholesale and retail coverage
- channel margins
- location of retail and wholesale outlets

5. MANAGEMENT'S USE OF MARKETING RESEARCH

The following perceptions and prejudices of managers about the marketing research personnel and also the resulted managers' view on the importance and the using of research outputs as mentioned by Phillip Kotler (1996:142-145) include:

1. A narrow conception of marketing research. Many managers see marketing research as only a fact-finding operation. The marketing researcher is supposed to design a questionnaire, choose a sample, conduct interviews, and report results, often without being given a careful definition of the problem or of the decision alternatives facing management. As a result, some fact-finding fails to be useful. This reinforces management's idea of the limited usefulness of some marketing research.
2. Uneven caliber of marketing researchers. Some managers view marketing research as little better than a clerical activity and reward it as such. Less-able marketing researchers are hired, and their weak training and deficient creativity lead to unimpressive results. The disappointing results reinforce management's prejudiced against expecting too much from marketing research. Management continues to pay low salaries, perpetuating the basic difficulty.
3. Late and occasional erroneous findings by marketing research. Managers want quick results that are accurate and conclusive. But good marketing research takes time and money. Managers become disappointed, and they lower their opinion of the value of marketing research.
4. Intellectual differences. Intellectual divergence between the mental styles of line managers and marketing researchers often get in the way of productive relationships. The marketing researcher's report may seem abstract, complicated, and tentative, while the line manager wants concreteness, simplicity, and certainty. Yet in the more progressive companies, marketing researchers are increasingly being included as members of the product management team, and their influence on marketing strategy is growing.

Hidden face' of marketing information

Nigel, Piercy (1997:394-407) thoroughly explained some realities that managers should know about marketing researches this way: The rational view of marketing information is important and has value to decision making in what we are trying to achieve-but it is only the surface of many of the real problems that we face. What marketing information is *really* about is creating a picture of the world that the company faces. This picture is imperfect, because it results from all the mechanisms through which we filter the world to simplify it and make sense of it. This means we know and understand the world only at several removes. This picture is the one that determines what we produce and how much, who we employ and how many, and how much finance we need and what type. This, in turn, means various things:

- the company view of the marketplace is not neutral-it is important to everyone in the company;
- controlling the picture that the company has means that someone fixes the frame of reference for all the discussions and decisions which are made in the company-and it is likely that there will be competition to perform this function;
- no-one knows the reality of what is happening in the marketplace-it would be too large a job to take in all the information available and some information is never available, so we have to 'guesstimate' anyway, and most of us are not constantly in the marketplace to see what is happening (or if we are in the field, we do not see enough of what is happening);
- we all have no choice but to know the world through the information system, and, in the case of the market, through the Marketing Information System-whether this has been formalized or not;
- he who controls the company's picture of the marketplace controls a lot more besides.

6. MANAGEMENT DECISION PROBLEM AND MARKETING

RESEARCH PROBLEM

Malhotra in his book of Marketing Research: An Applied Orientation (1996:17-18) identified the two problems using the explanations given by different journals as:

The management decision problem asks what the DM needs to do, whereas the marketing research problem asks what information is needed and how it can best be obtained. Research can provide the necessary information to make a sound decision (Boughton, 1983:36-42). The **management decision problem** is action oriented. It is concerned with the possible actions the DM can take. How should the loss of market share be arrested? Should the market be segmented differently? Should a new product be introduced? Should the promotional budget be increased?

In contrast, the **marketing research problem** is information oriented. It involves determining what information is needed and how that information can be obtained effectively and efficiently. Consider, for example, the loss of market share for a particular product line. The DM's decision problem is how to recover this loss. Alternative course of action include modifying existing products, introducing new products, changing other elements in the marketing mix, and segmenting the market.

The following examples further distinguish between the management decision problem and the marketing research problem.

Management Decision Problem

Should a new product be introduced?

Should the advertising campaign be changed?

Should the price of the brand be increased?

Marketing Research Problem

To determine consumer preferences and purchase intentions for the proposed new product.

To determine the effectiveness of the current advertising campaign.

To determine the price elasticity of demand and the impact on sales and profits of various levels of price changes.

7. ORGANIZATIONAL STRUCTURE OF MARKETING RESEARCH

Marketing Research as a Staff Function

Research departments that perform a staff function must wait for management to request assistance. Often the term *client* is used by the research department to refer to line management for whom services are being performed.

The research department responds to clients' requests and is responsible for design and execution of all research. It should function like an internal consulting organization that develops action-oriented, data-based recommendations.

In a small firm the vice president of marketing may be in charge of marketing research. This officer generally will have the sales manager collect and analyze sales histories, trade association statistics, and other internal data. If a survey needs to be conducted, an advertising agency or a firm that specializes in marketing research will be contracted to do the job. At the other extreme, a large company like Procter & Gamble may staff its research departments with more than 100 people.

Below are given the possible specialists of the research department in a medium-sized organization:

Director of Marketing Research: the person who provides leadership and integrated staff-level activities by planning, executing, and controlling the marketing research function; sometimes called *director of marketing information systems*.

Research Analyst: the person responsible for client contact, project design, preparation of proposals, selection of research suppliers, and supervision of data collection, analysis, and reporting activities.

Research Assistant: the person who provides technical assistance with questionnaire design, analysis of data, and so on.

Manager of Decision Support System: the person who supervises the collection and analysis of sales data and other recurring data.

Forecast Analyst: the person who provides technical assistance to make analysis of sales forecast, and other forecast needing matters.

Manager of Customer Quality Research: the person who specializes in conducting surveys to measure consumers' satisfaction and their perceptions of product quality. (Zikmund, 1997:76).

The Director of Marketing Research as a Manager

The director of marketing research plans, executes, and controls the marketing research function. This person typically serves on executive committees that identify competitive opportunities and formulate marketing strategies for the organization. The director's responsibility is to provide the research point of view on these strategic issues.

Directors of marketing research must remember that they are managers rather than researchers. Marketing research directors tend to face several typical problems.

- Skilled professionals find greater allure in conducting research than in managing people. They pride themselves on being hands-on researchers.
- Operating managers perceive research managers as chief project directors and expect them to do the work themselves. The research management role is not recognized.
- Many able practitioners have trouble delegating responsibility. They may secretly fear the loss of control, or they may genuinely feel "I can do it better by myself." Some may be loath to surrender the plaudits that often go to those who actually work on the project.
- Some research managers view their staffs as mere extensions of their own capabilities, as extra arms and legs. Because managers cannot possibly do everything well themselves,

this practice is bound to create problems. They may produce shoddy work, or they will be unable to attract or retain able staff.

- Finally, research is often seen as a hodgepodge of techniques, available to answer individual, unrelated questions. The view of a research operation therefore encompasses an array of more or less equal projects, each handled by a project director. Hence, a fulltime leader seems unnecessary.

Many organizations have an infrequent rather than a constant need for marketing research. They may conduct little research "in-house." Rather, their marketing research managers may rely heavily on outside research suppliers or consultants when the need for a study arises. In these organizations, the marketing research manager's primary responsibilities involve communicating research needs to outside research suppliers and evaluating research proposals. (Zikmund: 76-80)

Functions of the research manager

The research manager has to do much more than just solve problems effectively with the tools at his disposal (Borgat, 1973: 78-84) provides additional understanding when he tells us that the research executive has four different but simultaneous jobs:

- | | |
|-------------------|---------------|
| 1. Study director | 3. Consultant |
| 2. Administrator | 4. Salesman. |

The research executive's technical skills are included in study direction. Administration becomes necessary as the research organization expands to include other people in addition to the research manager. Personnel must be supervised, budgets planned and administered, and all the other tasks of organizational administration taken on. In the process the research manager becomes a consultant. Whether dealing primarily with outside his firm (like the research firm head), he is constantly a source of research advice and recommendation. Finally, he is a salesman, wherever he is located. He may sell primarily to his own management (as with the manufacturer), to

outside customers (as with the research firm), or to a combination of the two (as with the advertising agency and medium).

As marketing research comes of age and departments increase in size, the top man needs greater skill in all the many aspects of administration. In fact, he hires technical specialists in the fields where he himself is not particularly strong. Today, success in handling a top executive job in research may depend more upon administrative capability than upon technical research skills. (Blankenship, 1985:23-24)

8. QUALITIES REQUIRED IN THE RESEARCH MANAGER

The qualities required of the research manager-whenever he is located-center around six areas:

- | | |
|-----------------------------|-------------------------|
| 1. Selling skill | 4. Productive output |
| 2. Imagination; creativity. | 5. Amount of knowledge |
| 3. Leadership | 6. Administrative skill |

The aspiring research manager can take heart. This list of qualities may appear unattainable; however, it is not necessary overwhelming. Many can be *developed*; not one is in-born. Experience, training, and self-training all can help the aspiring manager.

Selling skill. The research head must firmly convince management of the accuracy, soundness, and worth of his findings and recommendations. Sales skills fall into two distinct groups: making a strong first impression and making a lasting impression, the object of both being to obtain action from research findings.

Amount of knowledge. The successful research manager must have a considerable amount of knowledge in several fields: about research, marketing, and particular industries. Regardless of the type of information being sought, all research manager must have a degree of research

knowledge or they will not be able even to recognize a situation which calls for the attention of a specialist.

The research manger must also know the particular industrial fields within which he is conducting research. Marketing research is an applied technique devoted to problem solving and long-range guidance within a particular product field. To be practical, it must designed, conducted, and interpreted within a framework of the product field.

Administrative skill. Every successful market research manger has administrative skills. The head of even the smallest research department faces problems of administration. All research manager, for instance, should be skillful in personnel management: selection, training, supervision, appraising, and development.

Productive output. Almost all executive jobs require a high level of production or output; research management is no exception.

Imagination and creativity. The degree of their desirability depends on, among other things, the seriousness of the company's management about research. If management wants a research operation because of it is "the thing to do," or to impress others, then the ingenuity of the research manager may end up a thorn in the side of management. But is management truly wants research to help it do a better job, then ingenuity in the research manager will be an asset in carrying out the job effectively.

Leadership. The most successful research manger is a leader. He is out to look for new contributions that he and his group can make, for the field of marketing research is changing so rapidly that he cannot allow himself or his group to remain static in thinking and approach.

The qualities required in the manufacturer's

Research Manager and their relative importance

	<u>Degree of Importance</u>			
	<i>Crucial</i>	<i>High Importance</i>	<i>Moderate Importance</i>	<i>Importance</i>
Making strong first impression				
Flamboyance				X
Facile group speaking			X	
Making lasting impression				
Stimulating others to do research			X	
Stimulating others to use research results		X		
Personal acceptability		X		
Writing fluency		X		
Knowledge				
Breadth in research techniques and services		X		
Depth in limited research techniques and techniques				X
Breadth in industry fields				X
Depth in limited industry fields	X			
Marketing knowledge		X		
Advertising knowledge			X	
Administrative skill				
Personnel management		X		
Financial management		X		
Project management		X		
Productive output				X
Imagination, creativity		X		
Leadership		X		

(Levitt, 1992: 26-30)

7. SOURCES OF CONFLICT BETWEEN MARKETING MANAGEMENT AND MARKETING RESEARCH

In principle the function of marketing research should emerge harmoniously with the objectives of marketing management for the benefit of both parties. In practice the relationship between the marketing research department and the users of marketing research frequently is characterized by misunderstanding and conflict.

Research that implies criticism: A product manager who requests a survey of dealer loyalty will not be happy if the survey finds that the dealers are extremely critical of him or her. Similarly a sales manager who informally projects a 5 percent increase in sales will not like hearing from the research department that the market potential indicates sales volume should be up by 20 percent. In each of these situations marketing research presents information that implies criticism of a line executive's decision. In personal life a sure way to lose a friend is to be openly critical of him or her. In business there is little difference.

Money: Research budgets are a source of conflict between management and researchers. Many managers see research as expenditure rather than an investment. Managers who have little experience with marketing research do not understand the valuable contributions of good research. Most marketing researchers contend that research is only as good as the budget allocated for it. A researcher can become frustrated knowing that a project initially had laudable goals, but became focused instead on how to save money.

Time /Emergency research: If research programs are not systematically planned, marketing researchers will encounter emergency requests. Too often researchers are asked to begin a study after something goes wrong rather than at an earlier stage, when the research could have aided in effective decision-making. Studies conducted after trouble occurs often produce unfavorable data that disparages the decision makers, making managers leery of all research projects.

When something gets wrong, managers want the research results immediately. Researchers believe, however, that good research takes time. Marketing researchers suffers occasional lapses from good practice because of the urgency of a project. Sometimes a marketing researcher will have to submit to the time pressure and do a quick-and-dirty study. A few sudden events of do require acquiring data quickly, but most rush jobs could be avoided with proper planning of the research program. If it is necessary to conduct a study with sever time limitations, the researcher should be sure to point this out to management. Overuse of such precautions, on the other hand, can cause managers to see researchers as unnecessary cautions and to mistrust their conclusions.

Intuitive Decision Making: ...Many line marketing managers regard marketing as an art. "They enjoy flying by the seat of their pants-though you will never get them to admit it. They revel in chaos, abhor facts, and fear research." (Lee Adler, in Green et al) "Systems Approach to Marketing," *Harvard Business Review* (May-June 1967), p.110) They may see research as taking the fun out of their jobs. "Some executives have a self-image as people of action. They pride themselves on their ability to reach decisions quickly, and in a crisp, authoritative manner. Thirsting for action, they become impatient with what seems to them the plodding tempo of research." (Adler and Mayer, 1983:32) Some managers may complacently believe that intuitive decisions have brought them to their present positions, so why use research now?

If managers do use research, they often request simple projects that will provide concrete results with certainty. Researchers tend to see problems as complex questions that can be answered only within given probability ranges. One aspect of this conflict is the belief that a research report provides findings, but cannot make decisions. Decision-oriented executives may unrealistically expect research to make decisions for them or provide some type of guarantee that the correct action will be taken. While research provides information for decision making, it does not always solve all the uncertainties of complex decisions. Certain alternatives may be eliminated, but the research may reveal new aspects of a problem. Although research is a valuable decision-making tool, it does not relieve the executive of the decision-making task.

Presentation of the right facts can be extremely useful. However, decision makers often believe that researchers collect the wrong facts. Many researchers view themselves as technicians who generate numbers using sophisticated mathematical and statistical techniques; they may spend more time on technical details than on satisfying managerial needs. Each person who has a narrow perspective of another's job is a partial cause of the problems of generating limited or useless information.

A typical example is a researcher who disagrees with a marketing executive's simplified conception that all research is survey research. Without a careful definition of the problem, the executive might request that the researcher conduct a telephone survey to measure advertising effectiveness. The researcher, who sees the measurement of advertising effectiveness as a complex and expensive task, may feel pressured to deliver more than the survey promises. The researcher knows the technique is inadequate for the request and therefore may focus on more elaborate techniques.

Future Decisions Based on Past Experience: Managers wish to predict the future, but researchers measure only current or past events.

Pseudo-Research and Organizational Politics: A product manager may demand a market test for a new product....A product manager may be interested to justify a decision that already had been made. If the test market's results had contradicted the decision, the product manager would have disregarded the research. This is pseudo-research because it is conducted not to gather information for making decisions, but to bolster a point of view and satisfy other needs.

The most common type of pseudo-research is performed to justify a decision that has already been made. Management is already committed, but research is still requested.

Occasionally marketing research is used to pass on blame for failure to another area. A product manager may deliberately request a research study with no intention of paying attention to the

findings and recommendations. The manager knows that the particular program is in trouble but plays the standard game to cover up for the mismanagement of the program. If the product fails, marketing research will become the scapegoat.

Other Areas of Conflict: The conflicts between managers and researchers are aggravated by the gap between what management demands and what research officers.

<i>Probable areas of top management-marketing research conflict</i>		
<i>Top Management Position</i>	<i>Area</i>	<i>Marketing Research Position</i>
MR* lacks sense of accountability. Sole MR function is as an information provider.	Research responsibility	Responsibility should be explicitly defined and consistently followed. Desire decision-making involvement with TM.**
Generally poor communicators. Lack enthusiasm, skills, and imagination	Research personnel	TM is anti-intellectual. Researchers should be hired, judged, and compensated on research capabilities.
Research costs too much. Since MR contribution is difficult to measure, budget cuts are relatively defensible.	Budget	"You get what you pay for." Research needs continuing, long-range TM commitment.
Tend to be over engineered. Not executed with proper sense of urgency. Exhibit ritualized, staid approach.	Assignments	Too many nonresearchable or emergency requests. Insufficient time and money allocated.
MR best equipped to do this. General direction sufficient. MR must appreciate and respond. Can't help changing circumstances.	Problem definition	TM generally unsympathetic to this widespread problem. Not given all the relevant facts. Changed after research is under way.
Characterized as dull with too much jargon and too many qualifiers. Not decision oriented. Too often reported after the fact.	Research reporting	TM treats superficially. Good research demands thorough reporting and documentation. Insufficient lead-time given.
Free to use as it pleases. MR shouldn't question. Changes in need and timing of research are sometimes unavoidable. MR deceived by not knowing all the facts.	Use of research	TM use to support a predetermined position represents misuse. Isn't used after requested and conducted-wasteful. Used to confirm or excuse past decisions.

MR* = marketing researcher

TM** = top manager

(Green and et al, 1988:80-84)

Reducing the Conflict between Management and Research

A solution to the conflict revolves around better communication between managers and researchers so that each will grow to understand the other's activities and needs.

Just as users need education on the benefits of research, researchers need an understanding of some experience in the areas they are researching. Better communication makes both parties more competent.

Marketing managers need to better assess their information needs and work with researchers to plan the research activities that will supply this information. Managers must become involved with projects during the beginning stages. Early involvement increases the likelihood that managers will accept and act on the results. Better planning and an annual statement of the research program for the upcoming year will help minimize emergency assignments, which usually waste resources and demoralize personnel.

Marketing researchers must understand management's perspective. They must realize that they are businesspeople first and technicians second. Researchers must try to enhance company's profits by their contributions. Perhaps the best way for them to do this is to orient themselves toward decision making. They should strive to develop cost-saving research alternatives, and occasionally they may still have to do a quick-and-dirty study that may not satisfy all professional standards, but will provide usable and timely information. In other words, they should focus on results. Perhaps the most important factor is more effective communication of the research findings and research designs. The researcher must understand the interests and needs of the user of the research. If researchers are sensitive to the decision-making orientation of management and can translate research performance into management language, much organizational conflict will diminish.

Several strategies for reducing the conflict between management and research are possible. Managers generally should plan the role of research better, and researchers should become more decision oriented and improve their communication skills.

Two-way improvement

Top Management	
Define research responsibilities	Effectively communicate research results
Systematically plan research programs	Reorganize time constraints
Budget realistically	Provide methodology of consistent quality
Be objective	Communicate research point of view
Avoid quick-and-dirty studies	Ensure that information needs are jointly determined
Emphasize high-yield projects	Be decision oriented, non technique oriented
Understand research limitations	Reflect management viewpoint
Define research responsibilities	Treat management as a client
Marketing Research	

Another recommendation provided by Blankenship et al (1965:123) the steps management should take:

To the extent that general management is guilty of any shortcomings, there are steps it can take to improve the status of its research manager and thereby get better research.

The research manager should be just as much a functioning member of the marketing team as the product manager, the advertising manager, or the sales manager. He should participate in discussions leading to marketing decisions. This not only will make him a member of the team but also will mean that he can operate his research with considerably more insight relative to overall marketing.

The research manager/head must be given sufficient funds to pay his own personnel adequately and to employ outside consultant and research services as necessary. To establish too low a budget is shortsighted; the company will not get the proper value out of research operation.

II. RELATED LITERATURE

Marketing Research in Practice

Very broadly, the functions of marketing research include description and explanation (which are necessary for understanding), prediction, and evaluation. More narrowly, the function of marketing research within a company is to provide the informational and analytical inputs necessary for effective (1) planning of future marketing activity, (2) control of marketing operations in the present, and (3) evaluation of marketing results.

The following table shows the nature of marketing research projects conducted and who conducts them as a result of research carried out in this area. As shown in the table, a sizable amount of research is done to *identify* marketing problems. More than 90% of the 599 respondent companies conduct studies of marketing potential, market share, market characteristics, and business trends and performs sales analyses to help determine if their sales performance is at the appropriate level. Slightly less than 90% of all companies also have short- and long-range forecasts prepared to help identify future problems as opportunities in the marketing of their products.

As indicated in the table, the marketing research department conducts more than 80% of the studies of marketing potential, market share, and market characteristics. The remaining percentage of these types of projects is carried out by other departments within the company and outside firms. (The outside firms that conduct such studies are commercial marketing research firms, management consultants, and advertising agencies.)

The marketing research department is responsible for performing two-thirds of the sales analyses and studies of business trends, and about one-half of the forecasts. From one-fifth to one-third of such projects is carried out by other departments inside the company-primarily accounting and finance departments-and a small percentage is conducted by outside agencies.

The Table also shows what types of research projects are carried out to help to *solve* marketing problems and who does them. Over two-thirds of the responding companies do studies in one or more aspects of product, pricing, distribution, and advertising and sales research.

...The extent to which the marketing research department is responsible for conducting problem-solving research projects varies considerably by problem area. As shown in the table, whereas almost three-fourths of all competitive-product studies are done by the company's marketing research department, the department is involved in only about one-seventh of sales-compensation studies. Some areas of problem-solving research in marketing seem to be destined for other departments or outside agencies-for example, certain types of advertising research (often done by the company's advertising department or its advertising agency) and research involving cost and quotas (often done by the accounting department.)

Problem Identification and Problem Solving Researches Conducted by Respondent Companies.

Natures of Researches made	Types of specific research made		Percentage of Companies Doing	Percentage of Studies Done By:		
				Marketing Research Department	Other Departments	Outside Firms
Problem-identification	Market potential		97	88	4	5
	Market share		97	85	6	6
	Market characteristics		97	88	3	6
	Market analysis		92	67	23	2
	Short-range forecasting		89	51	36	2
	Long-range forecasting		87	49	34	4
	Studies of business trends		91	68	20	3
Problem-solving	Product research	Competitive-product studies	87	71	10	6
		New product acceptance and potential	76	59	11	6
		Testing existing products	80	55	19	6
		Packaging studies	65	44	12	9
	Pricing research		83	34	47	2
	Advertising and sales research	Establishment of order quotas, territories	78	23	54	1
		Studies of advertising effectiveness	76	42	5	29
		Sales-compensation	60	13	43	4
		Promotional studies	58	38	14	6
		Copy researches	61	30	6	25
		Media researches	68	22	14	32
	Distribution research	Distribution-channel studies	71	32	38	1
		Plant and warehouse location	68	29	35	4

Source: Adapted from D. W. Twedt, 1983 Survey of Marketing Research (Chicago: American Marketing Association, 1983), p. 41(599 Companies Responded) (in Green, 1998:4-6).

Manager-Researcher Dialogue

The following was taken from Rizmund, 1997:21-22:

...Further evidence of potential managerial-researcher conflict is provided by a study of managers' attitudes toward marketing research (see the table). (Danny N. Bellenger, "The Marketing Manager's View of Marketing Research," *Business Horizons*, June 1979, pp. 59-65) Although managers exhibited relatively positive attitudes toward marketing research in general, there do appear to be areas where managers perceive that changes need to be made. Overall, only 22 percent of the managers agreed that they are getting what they need from marketing research (38 percent disagreed with this contention). Major concerns were the manner in which results are presented, problem definition, cost, and lack of communication. Recent studies by Deshpande and Zaltman confirm the importance of research-manager interaction (i.e., communication), attributes of the final report, and technical quality. (Rohit Deshpande and Gerald Zaltman, "Factors Affecting the Use of Marketing Research Information: A Path Analysis," *Journal of Marketing Research*, 19 (February 1982), 14-31) One further issue is the matter of surprise. Researchers are not as concerned as managers about the level of surprise in research results. Moreover, researchers tend to perceive projects as having a much more exploratory purpose than do managers.

Managers' Attitude Toward Marketing Research

<i>Statements</i>	<i>Percent Agree or Disagree</i>
	Agree
Marketing researchers are more concerned with techniques than with problem solving.	31.1
Marketing research is frequently too complex to be useful.	23.5
Marketing research often takes too long to be of use to managers.	35.8
Many marketing research techniques are too technical to be of use to me.	33.9
Marketing research reports are too technical.	20.2
	Disagree
Managers are getting what they need from marketing research.	38.1
The cost of marketing research is generally reasonable.	20.0
The typical marketing researcher would never distort results to fit preconceptions.	23.0
Marketing researchers can usually relate their findings to the managers' problem.	14.8
Marketing research approaches are consistent with the needs of managers.	19.8
I generally would not make a major decision without marketing research.	30.1

Source: Adapted from Danny N. Bellenger, "The Marketing Manager's View of Marketing Research, *Business Horizons*, June, 1979, p. 62.

There must be interaction between the manager and the researcher. Each can contribute a specific type of knowledge experience to the formulation and solution of the problem. Although this may sound commonplace, the truth of the matter is that the marketing researcher is seldom asked-or even permitted-to assist in the structuring of a managerial problem. Instead the researcher may be given the following type of directive: "Find out all you can about the market for tranquilizers." If the researcher can implement this type of request, he or she must serve principally as a "fact finder," unaware of the use to which the findings are to be put, the scale of effort to be devoted to the inquiry, and the accuracy required in his or her findings.

Further complications arise when the researcher is not a member of the manager's company but instead belongs to private external research firms and agencies. For such researchers effective communication with managers is critical to their being able to market their research project. A dialogue will establish for the researchers what the researchable issues are, how they should be addressed, when the client want results delivered, and so on.

Organizational structure of marketing research

A survey of companies that belonged to the American Marketing Association found that 76 percent of them reported having formal marketing research departments. Formal research departments are most common among consumer goods, manufacturers, and retailers. Larger companies are more likely to have marketing research departments.

The place of marketing research in an organization and the structure of the research department will vary substantially depending on the firm's acceptance of the marketing concept and its stage of marketing research sophistication. Improper placement of the marketing research department can isolate it. Researchers may lack a voice in executive committees when they have no continuous relationship with marketing management. Sometimes the research department is positioned at an inappropriately low level.

Given that research and the decision makers are linked together, the best organizational structure is to report as high up in the senior management ranks as possible—at least to the senior marketing vice president and preferably higher. The research department should also be able to have as broad a perspective across the company as possible. This is because of the information flow which the research department manages, interprets, and communicates. (Thomas C. Kinnear and Ann Roots, eds., 1994 in *Rizmund, Survey of Marketing Research* (Chicago: American Marketing Association, 1995:76))

The mission of the research department

A mission statement identifies the marketing research department's purpose within the organization. It explains what the department wants hopes to accomplish.

The most successful research departments are those whose mission is directly linked to the decision makers' needs. In most cases this means the research department must be a valued, integrated, and active part of the company's marketing process.

Conversely, most research departments that have not been successful seem to be independent of the decision makers' needs. Such departments tend to be isolated and operate within a vacuum. Their output may be technically precise but it is rarely put to use because research is independent of the decision makers.

A good example of the marketing research mission statement of General Foods' Research Department Mission/Roles is stated below. The research mission is to:

Support General Foods' best food company strategy by providing the highest quality marketing intelligence upon which strategic and tactical decisions are based.

The Department will accomplish its mission by:

- Providing ad hoc marketing information which is relevant to the issues, appropriate (in terms of accuracy, timeliness, and risk), and commensurate with the true needs of the marketing decision maker.
- Integrating market/marketing information in a total intelligence to facilitate the identification, development, and execution of significant, long-term strategic planning.
- Exercising leadership in accumulating GF marketing experience and utilizing it to develop a knowledge base about marketing and the marketing process.
- Maintaining a high degree of consistency of methodology to facilitate decision making across GF's many businesses.
- Maintaining assurance of objectivity in the collection, analysis, interpretation, and use of marketing information. (Zikmund, 1997:74)

CHAPTER THREE

ANALYSIS AND INTERPRETATION OF THE FINDINGS

Introduction

Two types of questionnaires were distributed to the marketing research personnel and the decision makers (who can make marketing and business decisions) of the foodstuff-producing and beverage-producing firms. Fifteen firms (10 foodstuff producing firms, and 5 beverage producing firms) were taken as a sample list in order to gather the required representative data that would be helpful for the study).

Almost all publicly known large firms were taken as a sample in order to get the required data.

Equal numbers of questionnaires were distributed to each group- 35 questionnaires to the marketing research personnel and 35 questionnaires to the decision makers of the firms under the study. Of the distributed questionnaires 29 questionnaires and 27 questionnaires, could be collected from the marketing research personnel and the decision makers, respectively. This means, almost an average of two questionnaires were possible to collect from each group. In order to improve the reliability/truthfulness of the findings, envelopes with the questionnaires were provided in advance to each subject and sealed questionnaires collected.

For both types of questionnaires, for the marketing research personnel and for the decision-makers, almost all of the items have 5 (frequency) columns and they are rated accordingly. However, closely related responses, such as Strongly Agree and Agree, Disagree and Strongly Disagree are sometimes grouped as one response to make the analysis easily understandable.

NB: Analysis follows each table.

Percentiles are rounded to the nearest whole number.

*Compared analysis is written in **italic** in the analysis part following the analysis of the item in the table. The response comparison is made between or among related items of the same type of questionnaire or between or among related items of the two types of questionnaires.*

Below listed the firms that were selected for making this research:

<i>Name of Foodstuff Producing Firm</i>	<i>Name of Beverage Producing Firm</i>
Kaliti Food Share Company	National Alcohol and Liquors Factory
East African Trading House	BGI Ethiopia
Fafa Food Share Company	Awash Winery
Kokeb Flour and Pasta Factory	Moha Soft Drinks Share Company
Nas Foods	East African Bottling Share Company
Misrak Flour and Bread Factory	Agri-CEFT
Ethiopian Tourist Trade Enterprise	
Dire Dawa Food Complex Share Company	
(Mailed Questionnaire by the Addis Ababa Branch)	
Addis Modjo Edible Oil Factory	
Dh Geda Flour Mill	

Though the activities and the scope of research conducting are different from firm to firm, all of the firms studied have a body or a department/section that is responsible to carry out the marketing research activities.

**PART ONE: ANALYSIS AND INTERPRETATION OF THE FINDINGS FROM the
marketing-research personnel OF THE FOODSTUFF-PRODUCING FIRMS
AND BEVERAGE-PRODUCING FIRMS**

Table1.1

Personal Data of Respondents-Marketing Research Personnel

		Type of the firm		Total	
		Foodstuff producing	Beverage producing	Frequency	Percentage
Years Experience	1	2	-	2	7
	2-3	3	1	4	14
	4-6	5	2	7	24
	7-10	5	2	7	24
	Above 10	8	1	9	31
Age	18-25	1	-	1	3
	26-30	11	1	12	42
	31-40	5	4	9	31
	Above 40	6	-	6	21
	Undesignated	-	1	1	3
Sex	Male	21	6	27	93
	Female	2	-	2	7
Level of Education	Grade 12	-	-	-	-
	Diploma	7	-	7	24
	Degree	12	5	17	59
	Master's Degree	1	-	1	3
	Doctoral Degree	-	-	-	-
	Undesignated	3	1	4	14

As can be seen from the above table, most of the respondents have above 10 years of work experience.

Most of the marketing research personnel are in the range of 26 to 30 years of age and are young.

Above 90 % of the research making personnel are males.

More than half (59%) of the subjects have their first degree. Only one subject has master's degree. And 24 % of the research making personnel of the firms studies have diploma.

Table 1.2**Structure and position of the research making department or unit**

Item			Business Type		Frequency	Percentage
			Foodstuff	Beverage		
The research department	1. Structured	As a separate unit	4	2	6	40
		In another department	6	3	9	60
	2. Position in the Enterprise	Top management	4	3	7	24
		Middle management	16	2	18	62
		Lower management	3	1	4	14

As can be shown on the above table, above half (60%) of the firms marketing research-making body is found in another department-mostly in the Sales and/or Marketing Department of the firms. Only in 40% of the firms studied, the marketing research is organized separately to provide specialized staff functions and which is usually/mostly responsible for the Sales or Marketing or Commercial Department.

The same table shows, the department or the departments where the marketing research-making personnel/team is positioned in the organization structure. Twenty-four percent and 14% of the responsible research-making personnel of the firms studied indicated as their department or the department they were in is found at the top management level and at the lower management level of the firms, respectively. In most of the firms, the body that is responsible to conduct marketing research activities is found at the middle management level of their organization.

Table 1.3a

Types and extent of problem-identification marketing researches made (Compared with Table 2.2)

Types of specific research made /Types of marketing researches made to base the marketing decision making of the firm/	Business Type	Frequency of researches made					
		1 Usually, when needed	2 Sometimes, when needed	3 Rarely	4 Never, even needed	5 It is not needed	Total
Market potential	Foodstuff	3	4	10	6	-	23
	Beverage	1	2	1	2	-	6
	Frequency	4	6	11	8	-	29
	Percentage	14	21	38	27	-	100%
Market share	Foodstuff	6	2	7	7	1	23
	Beverage	3	1	2	-	-	6
	Frequency	9	3	9	7	1	29
	Percentage	31	11	31	24	3	100%
Market characteristics	Foodstuff	8	7	6	2	-	23
	Beverage	4	-	2	-	-	6
	Frequency	12	7	8	2	-	29
	Percentage	41	24	28	7	-	100%
Market analysis	Foodstuff	4	7	6	5	1	23
	Beverage	1	3	1	1	-	6
	Frequency	5	10	7	6	1	29
	Percentage	17	34	24	28	7	100%
Short-range forecasting	Foodstuff	5	2	9	7	-	23
	Beverage	2	2	2	-	-	6
	Frequency	7	4	11	7	-	29
	Percentage	24	14	38	24	-	100%
Long-range forecasting	Foodstuff	4	5	6	8	-	23
	Beverage	1	4	1	-	-	6
	Frequency	5	9	7	8	-	29
	Percentage	17	31	24	28	-	100%
Studies of business trends	Foodstuff	1	8	3	11	-	23
	Beverage	2	2	-	2	-	6
	Frequency	3	10	3	13	-	29
	Percentage	10	35	10	45	-	100%

Table 1.3a and 1.3b show the type and the extent (frequency) of marketing researches that have been made by the firms in the past few years. From an overall comparison of the two tables (Table 1.3a and 1.3b), it can be said that most of the firms better made problem-solving type of researches than problem-identification type of researches.

Almost all of the problem-identification type of researches had not been *usually* or *sometimes/when needed/* conducted by the firms. Looking at the frequency, it can be seen that the larger frequencies are found in 'frequency' sub columns 4 and 5, which are 'rarely' and 'never, even needed', respectively.

The specific type of problem-identification research that was better conducted by the majority of the firms is to understand the market characteristics of the industry (41% of the subjects responded as it was made *'usually, when needed'*, and 24% responded as it was made *sometimes, when needed*).

From the same table (Table 1.3a), it can be inferred that the management or the decision-making body is not largely, and infrequently depends on the marketing researches in order to make both short-term and long-term forecasting. Eleven (38%) and 7 (24%), (or totally, more than half) of the subjects responded as the firms *rarely* and *not conduct (even needed)* marketing researches for making short-range forecasting. The result is almost, also similar for the making of long-range forecasting by the firms.

More than half percent of the subjects responded as they *rarely* (31%) and *never /even if research conducting was need/* (24%) conducted studies to know the market share of their products and the competitive position of their firm, particularly in the foodstuff industry.

Though the majority of the firms have been in the industries for a long period of time, only 10% of them (or about 1.5 of the 15 studied firms) conducted studies of business trends when the research is needed for making decisions.

Data from Table 1.3a shows that the problem-identification researches had not been studied well by the firms to support marketing/business decision-making related to the issues. Does this result mean the management or the firms did not want or believed these types of marketing researches were not important for helping their decision-making relating the issues? *Responses comparison of Table 1.3a and Table 2.2 reveals that, though in the first two frequency columns the degree of*

the actual researches made are less in Table 1.3a, the reverse response was provided by the decision-makers where about 90% of the decision-makers in Table 2.2 responded as the studies would be very important and important for helping their decision making if they were conducted.

Table 1.3b

Types and extent of problem-solving marketing researches made (Response compared with Table 2.2)

Type of specific research made /Type of marketing research made to base the marketing decision making of the firm/		Business Type	Frequency of researches made					
			1 Usually, when needed	2 Sometimes, when needed	3 Rarely	4 Never, even needed	It is not needed	Total
Product research	Competitive-product studies	Foodstuff	6	8	2	7	-	23
		Beverage	2	2	1	1	-	6
		Frequency	8	10	3	8	-	29
		Percentage	28	35	10	27	-	100%
	New product acceptance and potential	Foodstuff	10	1	6	5	1	23
		Beverage	4	1	1	-	-	6
		Frequency	14	2	7	5	1	29
		Percentage	49	7	24	17	3	100%
	Testing existing products	Foodstuff	7	7	6	3	-	23
		Beverage	2	2	1	1	-	6
		Frequency	9	9	7	4	-	29
		Percentage	31	31	24	14	-	100%
	Product-mix studies	Foodstuff	1	5	5	11	1	23
		Beverage	3	1	2	-	-	6
		Frequency	4	6	7	11	1	29
		Percentage	14	21	24	37	3	100%
	Packaging studies	Foodstuff	3	4	9	7	-	23
		Beverage	1	3	1	1	-	6
		Frequency	4	7	10	8	-	29
		Percentage	14	24	35	27	-	100%

(Table 1.3b Continued)

Types and extent of problem-solving marketing researches made (*Response compared with Table 2.2*)

Types of specific research made /Types of marketing researches made to base the marketing decision making of the firm/		Business Type	Frequency of researches made					
			1 Usually, when needed	2 Sometimes, when needed	3 Rarely	4 Never, even needed	It is not needed	Total
Pricing research	To set a suitable price	Foodstuff	12	7	2	2	-	23
		Beverage	1	5	-	-	-	6
		Frequency	13	12	2	2	-	29
		Percentage	45	42	7	6	-	100%
Advertising and sales research	Establishment of order quotas, territories	Foodstuff	1	7	7	8	-	23
		Beverage	1	4	-	1	-	6
		Frequency	2	11	7	9	-	29
		Percentage	7	38	24	31	-	100%
	Studies of advertising effectiveness	Foodstuff	1	5	6	11	-	23
		Beverage	1	3	1	1	-	6
		Frequency	2	8	7	12	-	29
		Percentage	7	28	24	41	-	100%
	Sales- compensation	Foodstuff	1	4	4	11	3	23
		Beverage	-	3	2	1	-	6
		Frequency	1	7	6	12	3	29
		Percentage	3	24	21	41	-	100%
	Promotional studies	Foodstuff	1	5	6	9	2	23
		Beverage	-	4	2	-	-	6
		Frequency	1	9	8	9	2	29
		Percentage	3	31	28	31	7	100%
	Copy researches	Foodstuff	2	-	6	12	3	23
		Beverage	1	1	2	2	-	6
		Frequency	3	1	8	14	3	29

	Media researches	Percentage	10	3	28	49	10	100%
		Foodstuff	5	3	5	8	2	23
		Beverage	2	3	1	-	-	6
		Frequency	7	6	6	8	2	29
Distribution Research	Distribution-channel studies	Percentage	24	21	21	27	7	100%
		Foodstuff	5	7	2	7	2	23
		Beverage	2	3	-	1	-	6
		Frequency	7	10	2	8	2	29
	Plant and warehouse location	Percentage	24	34	7	28	7	100%
		Foodstuff	3	3	4	7	6	23
		Beverage	1	3	1	1	-	6
		Frequency	4	6	5	14	-	29
		Percentage	14	21	17	48	-	100%

Table 1.3b shows the type and the frequency of the problem-solving marketing researches that had been made by the firms, such as product, pricing, advertising and sales, and distribution researches. Forty-five and 42 percent (frequency column 1/‘usually, when needed’/ and frequency column 2/‘sometimes, when needed’/) of the firms have relatively better-conducted pricing researches than the other types of problem-solving researches.

Of the product researches, the first three researches were almost equally made in order to understand the competitive products that existed in the market, and for the objectives of identifying the acceptance of new products, and for testing of existing products. Packaging studies are the least frequently made researches by the firms, 35 % and 27 % of the firms/subjects responded ‘Rarely’ and ‘Never, Even needed’, respectively.

In the category of advertising and sales researches, the firms had less practiced the conducting of advertising effectiveness, sales compensation, promotion, and copy studies. Relatively, the most frequent type of advertising research that had been conducted by the firms is the Media Research, which shows frequency value of 7 (24%) and 10 (34%), for ‘usually, when needed’ and ‘sometimes, when needed’, respectively. *Comparison of this response with the decision-*

maker's response of Table 2.2, decision-makers also gave less importance to the conducting of media studies than the other types of problem-solving marketing researches.

Like the advertising and sales researches, the firms also conducted distribution researches less frequently. Twenty-one percent of the subjects remarked that as it was not needed to conduct plant and warehouse location researches for their firms. Distribution channel studies were better made than plant and warehouse location studies- 24 percent and 21 percent for the first two 'frequency' sub columns. Like the other types of problem-solving researches, though it was not well made by most of the firms, the need/importance of making distribution studies was strongly attested by the decision-makers (see Table 2.2).

Table 1.4

The practice of conducting and using marketing researches to launching a new product

Item	Responses	Business Type		Total	
		Foodstuff	Beverage	Frequency	Percentage
The Enterprise frequently uses marketing researches to launch/introduce new products in the market	1 After conducting a market research	5	4	9	31
	2 By partially, sometimes conducting a marketing research	11	2	13	45
	3 Without conducting a market research	4	-	4	14
	4 Intuitively/with experience	3	-	3	10
	Total	23	6	29	100%

The majority of the subjects, particularly subjects in the foodstuff producing firms, responded as they were partially/sometimes conducted marketing researches to launch new foodstuff products, which totally constitutes 45% of the four frequencies provided. Ten percent of the firms, which are all foodstuff-producing firms, had not practiced the conducting of marketing researches in order to identify their new product's potential acceptance and the launching of the new product in the market. This firms produce and commercialize new products based on their past experience or informal judgment of the market.

Thirty-one percent of the firms, which of course included more than half or 4 of the beverage-producing firms, conducted marketing researches before launching new products in the market.

Table 1.5

The practice of using marketing research outputs to set tactical and strategic plans, and sufficiency of the budget allocated to the marketing research department or unit

Item	<i>Degree of Agreement</i>	Business type		Total	
		Foodstuff	Beverage	Frequency	Percentage
1. "The organization and the marketing and/or sales department use marketing research outputs to set tactical and strategic plan." (Response compared with T2.4, 2)	1. Strongly Agree	2	2	4	14
	2. Agree	4	2	6	21
	3. Moderately Agree	3	2	5	17
	4. Disagree	7	-	7	24
	5. Strongly Disagree	7	-	7	24

2. "Adequate budget is usually allocated to the marketing department in order to adequately and successfully carry out marketing researches."	1. Strongly Agree	-	1	1	3
	2. Agree	5	2	7	24
	3. Moderately Agree	8	3	11	38
	4. Disagree	6	-	6	21
	5. Strongly Disagree	4	-	4	14

Item 1 of Table 1.5- Equal number of respondents responded that they 'disagree' and 'strongly disagree' about the using of marketing research outputs to setting tactical and strategic plans by the decision-making body of the firms. In sum, almost half of the research making personnel responded, as the management had no the practice of using research outputs as an input to set tactical and strategic plans.

In sum, one-third (35%) of the subjects responded-*strongly agree* and *agree* to the statement. Seventeen percent of them agreed moderately. *Thirty-seven percent of the decision makers in Table 2.4 responded, as they had no the practice of using marketing research outputs to set tactical and strategic plans. Grouping the first two frequency columns, only 30% of the decision-makers responded that they were using marketing research outputs for setting tactical and strategic plans.*

As can be seen from the same table (Table1.5), the research making unit/body or personnel was not fully satisfied on the amount of money that had been set aside to conduct researches. The majority of the researchers in these firms responded as they were moderately agree (38%) on the adequacy of the budget that was set aside for executing marketing research activities. Only 3 %, which is almost none, agreed as adequate budget allocated to the research-making unit. In sum, 35% (disagreed and strongly disagreed) adequate budget had not been allocated to the unit.

Table 1.6

The practice of working with the management and the management's use of marketing research findings for decision making

Statement	Business Type	1. Strongly Agree	2. Agree	3. Moderately Agree	4. Disagree	5. Strongly Disagree	Total
1. Decision-makers look at the marketing research reports after making decisions. And if their decisions match with the results of the marketing research, they consider the researches made are "correct", and, otherwise, "incorrect."	Foodstuff	7	1	6	8	1	23
	Beverage	1	-	2	1	2	6
	Frequency	8	1	8	9	3	29
	Percent	27	4	28	31	10	100%
2. Decision-makers have difficulties to understand, analyze and interpret the results and recommendations of marketing researches for making marketing decisions	Foodstuff	7	5	2	8	1	23
	Beverage	-	1	1	2	2	6
	Frequency	7	6	3	10	3	29
	Percent	24	21	10	35	10	100%
3. Managers are unable to work effectively with, understand and use the knowledge and skills of research specialists (Response compared with T2.5, 5)	Foodstuff	6	7	4	5	1	23
	Beverage	-	1	1	2	2	6
	Frequency	6	8	5	7	3	29
	Percent	21	28	17	24	10	100%
4. Marketing research department/team/unit is handicapped by low organizational status and lack of close contact with the management and unable to give support for the functional units of the Enterprise (Response compared with T1.2, 2)	Foodstuff	7	6	5	2	3	23
	Beverage	-	1	2	2	1	6
	Frequency	7	7	7	4	4	29
	Percent	24	24	24	14	14	100%

5. Marketing research team are dissatisfied with the extent to which their department's capabilities are being used. (Response compared with T1.5, 3 and T2.5, 5)	Foodstuff	9	2	6	6	-	23
	Beverage	1	-	2	1	2	6
	Frequency	10	2	8	7	2	29
	Percent	35	7	27	24	7	100%
6. The decision-makers have problems in prioritizing the marketing problems/objective according to their urgency and importance, and in justifying the reasons/purposes for the marketing researches	Foodstuff	11	2	4	6	-	23
	Beverage	-	1	1	2	2	6
	Frequency	11	3	5	8	2	29
	Percent	38	10	17	28	7	100%
7. Managers/decision-makers are usually deceived by the perceived quality of the Enterprise's products and the high demands that are currently observed, and therefore, they do not allow or interested the conducting of marketing researches.	Foodstuff	4	1	11	7	-	23
	Beverage	1	-	2	1	2	6
	Frequency	5	1	13	8	2	29
	Percent	17	3	45	28	7	100%

Statement 1 of Table 1.6- shows that 31% of the respondents believed (strongly agreed and agreed) that managers had no practices to refer to the already made researches, and rather they preferred to make decisions of their own belief. In addition, 28 % of the subjects *moderately agreed* with this statement. Forty-one (in sum) percent of the subjects *disagreed* and *strongly disagreed* with this statement.

Statement 2 of Table 1.6- Grouping the first two frequency columns, 45% of the respondents believe that decision makers have difficulties to understand, analyze and interpret the findings of the marketing researches. Grouping the last two frequency columns, equally (45%) of the respondents replied as managers were using made marketing researches in order to make marketing or business decisions.

Statement 3 of Table 1.6- Looking at the first two frequency columns, almost half of the subjects or in half of the firms studied, managers were not working effectively/closely with the research making personnel. As a result, they did not show interest to be benefited from the works of the research specialists or personnel. Only 10 percent of them responded as they were moderately working with the decision makers. Thirty four percent of the subjects responded, as they were working effectively or closely with the managers.

Answering Item No 5 of Table 2.5, one-third of the decision-makers responded that most of the research findings of the research personnel were irrelevant for the making of sound business/marketing decisions. On the other hand, 60% of the decision makers equally responded as the findings/marketing information were relevant and partially/moderately relevant for decision-making.

Statement 4 of Table 1.6- Grouping the first two 'frequency' columns (strongly agree and agree), almost half of the subjects (48%) affirmed their response of the above statement, as their possible contribution in helping marketing decisions had not given attention by the management. *Though the majority of the foodstuff producing and beverage producing marketing research departments or sections were positioned in the middle management (See Table 1.2, Item 2, which is 62%), they had not been given the required attention or made the necessary contribution to solving business or marketing problems of their firms and/or the different functional units of the firms.*

Statement 5 of Table 1.6- Because of the above reasons or the underutilization of their capacity and the lower recognition of the research unit, 42% of the research personnel of the firms under study responded as they were dissatisfied the extent to which their capabilities were being used. In addition to these respondents, 27% of the subjects also attested as they *moderately agreed* with the statement. *Related to this response, only 1/3 of the respondents had the practice or the chance of following up of whether their recommendations had been used by the decision-makers (see response of Item 3 of Table 1.5).*

Only 31% of the subjects of the firms under study responded as their capacities were fully utilized and they were fully satisfied by their actual contribution to supporting the management's decisions.

Statement 6 of Table 1.6- Grouping the first two frequency sub columns, 'Strongly Agree' and 'Agree', almost half (48%) of the respondents answered that decision makers had difficulties or unable to figure out research requiring marketing issues according to their urgencies and importance of the researches for the decision making. In addition to the two frequencies, 17 % of the respondents *moderately agreed* of the management's dilemma and problem in prioritizing research-needing marketing issues and in setting research objectives. Thirty-five percent or one-third of the firms' research personnel witnessed the management's capacity of identifying and prioritizing of research needing issues and the purposes of conducting the researches to support their decisions.

Statement 7 of Table 1.6- According to the responses of the research personnel (in frequency columns 1 & 2, which make 20 %), most of the firms studied were not deceived by the perceived quality of their enterprise's products and current high demand (the answer for this item may not be reliable as the researcher opines that most of the firms may not actually producing high quality products for the local market). Whatever the case might be, 45 % of them responded as they *moderately agreed* to the statement. The sum of the last two frequency columns *disagreed* with this statement, which represents 35% of the research making personnel.

Table 1.7
Recurring problems in the marketing research process

No	Problems/Challenges in the Marketing Research Process	Business Type	1 Strongly Agree	2 Agree	3 Moderately Agree	4 Disagree	5 Strongly Disagree	Total
1	Managers/decision makers do not allow enough time to make researches. Therefore, it is difficult to present research findings in time.	Foodstuff	5	2	10	6	-	23
		Beverage	1	-	2	1	2	6
		Frequency	6	2	12	7	2	29
		Percentage	21	7	41	24	7	100%
2	The research plans/designs do not take into consideration the availability and collection of adequate secondary and/or primary data.	Foodstuff	8	1	8	6	-	23
		Beverage	-	1	1	3	1	6
		Frequency	8	2	9	9	1	29
		Percentage	27	7	31	31	4	100%
3	The researchers have problems in following up in order to determine whether their recommendations are being used. (Response compared with T1.6, 5)	Foodstuff	2	5	6	6	-	23
		Beverage	-	1	2	1	2	6
		Frequency	6	6	8	7	2	29
		Percentage	21	21	27	24	7	100%

(Table 1.7 continued on the next page)

No	Problems/Challenges in the Marketing Research Process	Business Type	1 Strongly Agree	2 Agree	3 Moderately Agree	4 Disagree	5 Strongly Disagree	Total
4	There are problems in choosing the right type and number of participants/respondents by the field staff/interviewers. Therefore, it is difficult to obtain accurate data for making quality researches.	Foodstuff	6	2	5	9	1	23
		Beverage	1	-	1	3	1	6
		Frequency	7	2	6	12	2	29
		Percentage	24	7	21	41	7	100%
5	There are problems in clearly understanding research objectives on the side of some research field personnel (who can be temporarily employed) and in including participants/respondents who were unsuitable for the researches (such as, including subjects who were insufficiently aware of the Enterprise's product).	Foodstuff	6	2	2	10	3	23
		Beverage	-	1	2	2	1	6
		Frequency	6	3	4	12	4	29
		Percentage	20	10	14	42	14	100%

Table 1.7 included the major identified problems that the research doing personnel had been encountering in the marketing research process.

Statement 1 of Table 1.7- Only 27% of the respondents Strongly Agreed and Agreed to this statement. The majority of (41%) of the subjects Moderately Agree to this statement, in average, as adequate time allowed to conducting the marketing researches. Alternatively, interpreting in another way, the management allowed enough time to the conducting of some of the research issues/or in some situations/times and not for the other research requiring issues. It might also be

interpreted as the managements' in these firms allowed moderate amount of time for the conducting and reporting of marketing researches. Almost one-third (31%) of the research personnel had no time limitations to conducting and, then reporting the marketing researches for timely decision-making.

Statement 2 of Table 1.7- Almost one-third or 34% of the respondents 'Strongly Agreed' and 'Agreed' as the research plans did consider the availability and the collection of both primary and secondary data sources. (Not tabulated in this chapter, Item No 8 of the Questionnaire Type I showed that 41% and 55% of the research personnel replied that the primary data sources were Dependable, and Moderately/Sometimes Dependable, respectively. And, 14% and 66% of the respondents believed as the secondary sources of data were Dependable, and Moderately/Sometimes Dependable, respectively). Equal number of subjects (equal 31 %) moderately agreed and disagreed with the statement.

Statement 3 of Table 1.7- Only 9 or almost 1/3 of the 29 research personnel of the firms studied, had no problems in following up their research recommendations- whether the outputs of the marketing researches were being used by the decision-makers or not. The majority of the research personnel (27% of them) responded, as they were not sure whether the decision-makers had used the research reports, or whether the research results usually consulted to support the marketing and/or business decision-making. Forty-two percent of research personnel of the studied firms had no experience of or possibilities of following up whether their recommendation were used or implemented by the firms- 21% replied 'Strongly Agreed', and 21% replied 'Agreed' with the statement. *Compared with Statement 5 of Table 1.6, this response could be another reason for the dissatisfaction of the research personnel, as their capacities or contributions had not been well used or given attention by the management or the decision-makers.*

Statements 4 and 5 of Table 7.1- Equal number of respondents (31% and 30% of the respondents, respectively) 'Strongly Agreed' and 'Agreed' with the two statements supporting the statement:

some field research personnel had problems in choosing the right type and number of customers/respondents for gathering marketing information and in understanding the purpose of the marketing research. Therefore, it would be difficult to obtain accurate data for making quality researches, which would strongly support the marketing decision-making. About half of the respondents *disagreed* and *strongly disagreed* with the last two statements. Or, they revealed their dependence on the field personnel in choosing the right type and number of subjects and in collecting the necessary accurate data for their research making.

PART TWO: ANALYSIS AND INTERPRETATION OF THE FINDINGS FORM the decision-makers OF THE FOODSTUFF-PRODUCING FIRMS AND BEVERAGE-PRODUCING FIRMS

Table 2.1
Personal Data of Respondents- Decision-Makers

Item		Business type		Total	
		Foodstuff producing	Beverage producing	Frequency	Percentage
Years of Experience	1	-	-	-	-
	2-3	-	-	-	-
	4-6	-	-	-	-
	7-10	3	2	5	19%
	Above 10	18	4	22	81%
Age	18-25	-	-	-	-
	26-30	1	-	1	4%
	31-40	5	3	8	29%
	Above 40	12	2	14	52%
	Undesignated	3	1	4	15%
Sex	Male	19	6	25	93%
	Female	2	-	2	7%
Level of Education	Grade 12	-	-	-	-
	Diploma	-	-	-	-
	Degree	17	5	22	81%
	Master's Degree	-	-	-	-
	Doctoral Degree	-	-	-	-
	Undesignated	4	1	5	19%

As can be seen from the above table, most of the respondents have above 10 years of work experience (80% of the total subjects).

Most of the decision makers are in the range of 31 to 40 years of age, older (in average) than the marketing research personnel. Above 90 % of the decision-makers in the studied firms are males.

More than half (59%) of the subjects have their first degree. Only one subject has master's degree. And 24 % of the research making personnel of the firms studies have diploma.

Eighty-one percent of the decision makers have first degree. Neither of the decision makers have first degree nor diploma. And 5 subjects didn't fill the item (didn't mention their education level)

Table 2.2

Opinions of the decision-makers about the need of the specific researches that would be helpful for decision-making if made (*Response compared with T1.3a & T1.3b*)

No	Research studies	Business Type	1 Very important	2 Important	3 Moderately Important	4 Less important	5 Not Important	Total
1	Market studies (to describe the size of the market, buying power of the consumers, availability of distributors, and consumer profiles)	Foodstuff	11	9	-	1	-	21
		Beverage	3	2	1	-	-	6
		Frequency	14	11	1	1	-	27
		Percentage	52	40	4	4	-	100%
2	Market share studies (to determine the proportion of total sales received by the firm and its competitors)	Foodstuff	13	8	-	-	-	21
		Beverage	5	1	-	-	-	6
		Frequency	18	9	-	-	-	27
		Percentage	67	33	-	-	-	100%
3	Sales analysis studies (to describe sales by geographic region, product line, type of the account, and the size of the account)	Foodstuff	9	10	1	1	-	21
		Beverage	3	2	1	-	-	6
		Frequency	12	12	2	1	-	27
		Percentage	44	44	8	4	-	100%
4	Image studies (to determine consumer perceptions of the firm and its products)	Foodstuff	12	6	3	-	-	21
		Beverage	4	2	-	-	-	6
		Frequency	16	8	3	-	-	27
		Percentage	59	30	11	-	-	100%
5	Product usage studies (to determine consumer perceptions of the firm and its products)	Foodstuff	6	11	2	2	-	21
		Beverage	3	2	1	-	-	6
		Frequency	9	13	3	2	-	27
		Percentage	33	48	11	8	-	100%
6	Distribution studies (to determine traffic flow patterns and the number and location of distributors)	Foodstuff	11	7	2	1	-	21
		Beverage	4	2	-	-	-	6
		Frequency	15	9	2	1	-	27
		Percentage	56	33	7	4	-	100%
7	Pricing studies (to describe the range and frequency of price changes and probable consumer response to proposed price changes)	Foodstuff	12	9	-	-	-	21
		Beverage	5	1	-	-	-	6
		Frequency	17	10	-	-	-	27
		Percentage	63	37	-	-	-	100%
8	Advertising studies (to describe media consumption habits and audience profiles for specific television programs and magazines)	Foodstuff	9	9	3	-	-	21
		Beverage	1	1	3	1	-	6
		Frequency	10	10	6	1	-	27
		Percentage	37	37	22	4	-	100%

As can be seen from the above table, most of the decision-makers strongly believed that all the above-mentioned marketing research areas would be important for their organizations or to supporting their decision-making.

From the comparison of the findings of Table 2.2 and Table 1.3a, it can be inferred that most of the decision-makers were relatively inclined on the making of the problem-solving type of marketing researches than the problem-identification type of marketing researches.

It can also be inferred from the table, most of the decision-makers would prefer to use the results of marketing research outputs if made effectively.

Of the listed eight types of marketing researches, majority of the decision-makers strongly agreed on the importance of the making of pricing studies (63%) and market share studies (67%) for their organizations.

Comparison of the response with the data on Table 1.3a, it is also possible to conclude that greatest research requiring marketing issue/problem, in most of the firms, was pricing study. On Table 1.3a, Forty-five percent of the firms 'Usually', and 42 percent of the firms 'Sometimes, when needed' had better conducted pricing researches than the other types of problem-solving researches. This result also shows that most of the firms were largely competing on prices and they were more focusing in the making of pricing studies for providing sound problem-solving decisions for the marketing problems.

Among the given marketing research requiring issues, advertising studies were given less priorities. However, 37% of the decision makers 'Strongly Agreed' on the importance of the

making of researches in advertising area. Equal number of decision makers also 'Agreed' about the making of advertising researches for their firms.

Table 2.3

Degree or extent of using marketing research results by the marketing department for making decisions on marketing issues

Business Type	1. Usually, when needed	2. Sometimes, when needed	3. Rarely	4. The decisions usually do not require marketing researches	5. Never, even needed	Total
Foodstuff	6	6	7	1	3	23
Beverage	2	3	1	-	-	6
Frequency	8	9	8	1	3	29
Percentage	28	31	28	3	10	100%

Though almost all of the decision-makers attested the importance of conducting all of the given types of marketing researches (see Table 2.2), the extent of using the outputs of marketing researches was not consistent with their degree of agreement. Only 28% of the firms were frequently/usually used marketing research output when they wanted to base their decision-making on them. Thirty-one percent of the firms sometimes were using the marketing research results to support their marketing decision-making. Not less actually, 28% of the decision-makers of the firms studied 'Rarely' were using marketing researches during making significant marketing decisions.

Table 2.4

Decision-makers' evaluation regarding the marketing researches and contribution of the researches made compared to their costs

<i>Item</i>	<i>Degree of Agreement</i>	Business type		Frequency	Percentage
		Foodstuff	Beverage		
1. To what extent the marketing decisions that have made by using research findings, reports and recommendations were effective/correct and fruitful? The decisions were:	1 Very effective	3	-	3	11
	2 Effective	4	2	6	22
	3 Moderately effective	4	1	5	19
	4 Effective, Sometimes	10	3	13	48
	5 Not effective	-	-	-	-
	TOTAL	21	6	27	100%
2. "The organization and the marketing and/or sales department use marketing research outputs to set tactical and strategic plans."	1 Strongly Agree	4	-	4	15
	2 Agree	3	1	4	15
	3 Moderately Agree	7	1	8	29
	4 Disagree	6	4	10	37
	5 Difficult to Decide	1	-	1	4
	TOTAL	21	6	27	100%
3. Compared to the contribution and the importance of marketing research outputs in supporting decision making, the annual budget/cost that is allocated for making market researches has benefited the Enterprise:	1 Very greatly	5	-	5	19
	2 Greatly	5	3	8	29
	3 Moderately	10	2	12	44
	4 Payoff/nil/	-	1	1	4
	5 Difficult Measure	1	-	1	4
	TOTAL	21	6	27	100%

Statement 1 of Table 2.4- Almost half of the decision-makers believed the decisions made using the marketing research outputs were *sometimes effective*. One-third of them responded that the decisions made with the support of the marketing research outputs were *very effective* and *effective* (frequency columns 1 & 2). No decision maker replied, as the decisions that had been made using marketing research outputs were completely ineffective.

Statement 2 of Table 2.4- Only 30 % of the firms studied were using marketing research output to set tactical and strategic plans. Equal number of the firms *moderately or partially* used marketing research outputs to set their firm's tactical and strategic plans. More than 1/3 of the firms had no practices of setting tactical and strategic plans.

Statement 3 of Table 2.4- Compared to the costs set aside, the benefits gained out of the marketing researches were 'very greatly', and 'greatly' helped the decision making of the firms, or benefited the firms (the percentage sum of the two frequencies is 48%, which was true almost to half of the firms studied). Forty-four percent of the decision makers responded as the research costs moderately benefited the firms compared to the budget set aside for them.

Table 2.5

Decision-makers' evaluation of the marketing research making team/unit/department

No	The marketing research making department/unit/...	Business Type	1 Strongly agree	2 Agree	3 Moderately agree	4 Disagree	5 Difficult to decide	Total
1	lacks research competency. (Response compared with T1.7, 4)	Foodstuff	9	2	5	5	-	21
		Beverage	2	2	1	1	-	6
		Frequency	11	4	6	6	-	27
		Percentage	41	15	22	22	-	100%
2	has limitations of qualified research personnel. (Response compared with T1.7, 4)	Foodstuff	2	7	5	5	2	21
		Beverage	3	2	1	-	-	6
		Frequency	5	9	6	5	2	27
		Percentage	19	33	22	19	7	100%
3	has the inability to uncover the inner core of the problem/to meet the objectives. As a result, it is difficult to depend on it.	Foodstuff	1	6	11	2	1	21
		Beverage	1	2	2	1	-	6
		Frequency	2	8	13	3	1	27
		Percentage	7	30	48	11	4	100%
4	lacks desires to take a more active part in defining and identifying marketing problems with the management.	Foodstuff	3	1	11	3	3	21
		Beverage	2	1	1	1	1	6
		Frequency	5	2	12	4	4	27
		Percentage	19	7	44	15	15	100%
5	makes irrelevant marketing researches which do not usually help to make right marketing decisions.	Foodstuff	3	4	5	7	2	21
		Beverage	-	2	3	1	-	6
		Frequency	3	6	8	8	2	27
		Percentage	11	22	30	30	7	100%

Statements 1 and 2 of Table 2.5- Decision makers provide almost similar answers for the two questions. More than 50% of them responded as the marketing research-making unit or research personnel were not qualified in the area and lack research competency (frequency columns 1 & 2).

The response of this item also affirmed by the response of the research personnel in that more than 60% of the research personnel strongly agreed and agreed as the field personnel

had problems in choosing the right type and number of customers/respondents for gathering marketing information and in understanding the purpose of the marketing research. Therefore, it would be difficult to say accurate data obtained to make high quality researches (see Table 1.7, Item No 4).

Statement 3 of Table 2.5- Half or 48% of the decision makers responded that they couldn't fully depend on the research findings, as the researches were not thoroughly made and clearly reported facts. Looking at the first two frequency columns, 37 % of them responded-the research findings were reliable and were made thoroughly for making better marketing decisions.

Statement 4 of Table 2.5- Grouping the first two frequency columns, 26% of the decision makers replied the research-making unit was not interested to take active part in defining and identifying marketing problems with the management. And 44% of them moderately agreed with the statement. It can be inferred, as there was not a very close relationship between the two bodies in trying to identify the marketing problem areas and defining and then solving the management's dilemma. Showing their disagreement, only 15% of the decision makers revealed the practice of working and defining the management dilemma with the research-making unit.

Statement 5 of Table 2.5- Adding the first two frequency columns (Strongly Agree, and Agree), one-third of the decision makers of these firms considered the findings of the research making unit were mostly irrelevant and could not be used to help/to make the right decisions for solving marketing problems. Thirty percent of them responded, as they were 'Moderately Agree' with the statement. Equal number of decision makers also answered that the research output were relevant to make marketing/business decisions.

CHAPTER FOUR

SUMMARIES, CONCLUSIONS, AND RECOMMENDATIONS

I. SUMMARIES

Summary of Chapter One:

The less practices of doing marketing researches and the major possible problems in conducting and using marketing researches by the foodstuff producing and beverage-producing firms in Addis Ababa stated in the proposal part. The three major problem areas that would be studied were: the firms have less practice to conduct marketing researches, and thereby use the outputs/information of marketing researches to support their decision-making; the research departments/units/teams in some of the firms are given less concerns about their role in helping the management's decision-making; There are problems in these firms in effectively and reliably utilizing the outputs of the researches made because most researches are considered to lack 'quality' on the side of the decision-makers. The main objectives of this study were: to show the extent or practice of foodstuff-producing and beverage-producing firms have been conducting different types of marketing researches in order to support their decision-making, and to describe the problems, limitations of foodstuff-producing and beverage-producing firms (found in Addis Ababa) in conducting and in using marketing researches. Two types of questionnaires planned to be distributed - one for the decision-makers and the other for the research making personnel of 25 firms. However, as shown in the analysis and presentation part of this paper, it could only possible to collect the questionnaires to 15 (fifteen) foodstuff-producing and beverage-producing firms in Addis Ababa. The researcher believed as the sample size and the list representative to conduct the research.

Summary of Chapter Two:

Concepts about marketing researches and some survey studies regarding marketing researches were included in the second chapter. Some of the main topics were: aims and objective of marketing research, the managerial value of marketing research for strategic decision-making,

when is marketing research needed?, classification of marketing research, management's use of marketing research, management decision problem and marketing research problem, organizational structure of marketing research, functions of the research manager, qualities required in the research manager, sources of conflict between marketing management and marketing research, reducing the conflict between management and research, marketing research in practice, managers' attitude toward marketing research.

Summary of Chapter Three:

- In more than half of the studied foodstuff producing and beverage-producing firms there was no separately structured department, which was responsible to conduct marketing researches and provide special staff services for decision-makers. In most of the firms, a team or a single person or a few person group in the Sales or Marketing or Commercial Department gathers marketing information or performs market related research activities. However, the foodstuff producing and beverage producing marketing research departments or sections/teams positioned in the middle management level in most of the firms, even if they could not get the required attention or they could not make the necessary contribution to solving business or marketing problems of their firms and/or the different functional units of the firms. Even in firms that have a separate research-making unit/department, the marketing research function had not been providing the necessary contribution for supporting business/marketing related decisions.
- Problem-solving marketing researches had been relatively better conducted than problem-identification type of researches by most of the firms. Of the problem-solving researches, pricing studies were largely made by most of the firms in order to set a suitable price for their products. Most of the decision-makers of these firms also relatively inclined on the making of the problem-solving type of marketing researches (which would better support their decision-making if made) than the problem-identification type of marketing researches. Among the specific marketing research requiring issues, advertising studies were given less priorities by the firms.
- Though most decision-makers believed that conducting both major types of marketing researches (problem-identification and problem-solving) were important for their

decision making, such researches had been conducted to the lowest extent compared to their importance and the nature of the industry they were operating in and the degree of competition. Even though almost all of the decision-makers attested the importance of conducting all of the given types of marketing researches, the extent of using the outputs of marketing researches was not consistent with their degree of agreement.

- Beverage-producing firms had better conducted marketing researches and used marketing research outputs before launching or commercialize new products to the market than foodstuff producing firms. Proportionately, they had also better used the outputs of marketing researches in order to set tactical and strategic plans than the foodstuff-producing firms had.
- Most of the research personnel in the studied firms not fully satisfied with the amount of money/budget set aside to them. On the other hand, even if the marketing researches had not been optimally made and the decision-makers mentioned some limitations of the marketing researches, about half of the decision-makers witnessed that compared to the budget allocated to them, most of the firms had better benefited from the results of marketing researches.
- Only one-third of the research personnel had the practice of working effectively/closely with the decision-makers or possible users of marketing research reports. Almost equal number of decision makers responded similarly with the research making personnel.
- More than half of the research making personnel in these firms had limitations of time as they were mostly required to make urgent researches and they could not make follow up or had no the chance to check on whether their recommendations were effectively supported the decision-making or used for making decisions by the management.
- In average, the decision-makers believed that the decisions made using the marketing research outputs were *effective*. No decision maker replied the decisions that had been made using marketing research outputs were completely ineffective. Decision-makers also, generally agreed that compared to the costs set aside for marketing research activities, the benefits gained out of the marketing research outputs was exceeding.

II. CONCLUSIONS

Compared to the size of their operation, the nature of the industry, and the length of time of the firms in the industry, the marketing research unit and the marketing research activities had been given less emphasis or concern by most of the firms, especially by the foodstuff-producing firms.

It can be said that most of the foodstuff producing and beverage-producing firms have not been much benefited from the outputs of the marketing researches. Of course, the fast moving nature of these consumer nondurable goods require the making of continuous marketing researches, and the nature of the industry the firms existing in and the number of competing products in the industry.

The less practice of conducting and using problem-solving and especially the problem-identification marketing researches had influences on the appropriateness of the decision-making of the management on major marketing/business issues.

Most of decision-makers of the studied firms had not the practice of using marketing research output to make short-range and long-range forecasting. From the total comparison of the frequencies of the special type of marketing researches, pricing, product, distribution, advertising and promotion studies better made than the problem-identification type of researches. Therefore, problem-identification researches were not given much emphasis by the firms because they were not priority decision requiring areas or were not well recognized or the management lacked understanding of their importance of their use in providing information which would help to decide on the firm's future survival and profitability.

The less practicing of the introduction of the new products using marketing researches in the foodstuff-producing firms shows that the management's dependence on the intuitive experience and judgment rather than relying or using marketing research findings. It can be generalized, in addition to the managers' doubt on the quality of the researches made; the current perceived

quality or image of the products could be the cause for the decision maker's dependence of their own judgments from experience. It can also be concluded that managers had not given the importance of conducting test marketing and the benefits they would gain as compared to the costs that would follow if the products introduced failed in the market.

Compared to the other types of research studies, pricing studies had been given priority. It can be inferred that most of the firms were unable to be benefited from the other types of the marketing researches, which they would be equally benefited as the pricing studies.

Although managers exhibited relatively positive attitudes toward marketing research in general, there were areas where managers perceive that changes need to be made. Overall, only small proportion of the decision makers agreed that they were getting what they need from marketing research.

There was a need on the side of the decision-makers to using the research outputs and, on the other hand, less emphasis was given to the research making unit/or there was less practice of conducting marketing researches even to make decisions on complex or on main issues that would require researches. This would be resulted because the management could not fully rely upon the competencies of the research personnel and the accuracy/the quality of the marketing research reports.

On the other hand, in general, marketing research personnel were dissatisfied because their research capabilities could not be well used and their recommendations were not be fully implemented. They were not also fully satisfied for the money set aside for conducting the researches and the studies that need to be conducted.

Many existing and potential conflict/areas made the decision-makers and the research personnel not to work very closely and effectively in most of the firms. Lack of close work relationship made the research personnel to be less involved in setting objectives, and figuring out priority

areas for making urgent researches and defining the management dilemma or the marketing problem area. This also resulted dissatisfaction on the side of most of the research personnel as they were trying to conduct researches on problems that were not well defined and objectives that were not clearly set together with the management.

It was also possible to observe that some of the research making personnel even did not understand (identify) or had no knowledge about some of the specific types of the marketing researches. Therefore, it would not possible to say that researchers were fully helping the management in identifying and setting the research objectives, define the marketing problem, and clarify the management's dilemma to bring information for solutions. This could be also resulted because the research personnel had not acquired the necessary research making expertise, marketing issues, and an overall organizational view as to contributing or performing the degree of expertise they were required.

The decision-makers' problem to interpreting the research findings or reports would make them, at worst, to make wrong decisions. Hence, this would make decision makers to be reluctant to use the results of research outputs in other times.

In addition, most of the research personnel were not well qualified in the area, and so that the produced reports could not be informative and well prepared for easily understanding of the decision makers to make decisions. Hence, most managers could believe that the research outputs were mostly irrelevant to support the decision making of the users. Whereas, also, the research findings could become irrelevant because of the limited amount of time allowed making the researches.

In some of the firms the research plans did not consider the availability and the collection of data. In addition to the time limitations, budget availability and the incapacity of the researchers, lack of careful planning could cause the presentation of irrelevant or poor quality researches. Here, it can be again inferred, these problems adversely affect the interest or discourage the need

of using marketing research outputs by the decision makers, and then the management could give less consideration or recognition to the research making unit/body.

Despite the inadequacy of the allocated budgets for conducting marketing research activities and the number of research problem areas and management conflict areas raised on both the decision-making and research making personnel, no decision-maker replied that the research outputs were fully ineffective for making decisions. Therefore, it can be concluded that if it was possible to eliminate/reduce the above problems and conflict areas and improve the quality, effectiveness and the frequency of making different types of marketing researches as needed, the firms would be benefited much more from the research outputs.

III. RECOMMENDATIONS

Recommendations Concerning Decision-Makers or Managers:

1. The individual elements of the marketing mix do not work independently of the other elements. Hence, the management should look into that conducting limited type of marketing researches, such as pricing studies could not allow managers to make effective and complete decision-making ignoring or giving less importance to the other types of studies. In addition, managers should also understand the importance of making problem-identification research types that would help to make decisions that will contribute much for future survival and profitability of their firms in the changing environment.
2. In deciding or planning of researches, management should consider the various factors that would have effects on the quality of the final research outputs before rushing to demand the conducting of researches. Managers should consider time constraints, availability of data, nature of the decision, benefit gained versus costs of researches, in their initial decisions of whether to conduct or not to conduct researches.
3. Managers should understand that under conditions of uncertainty and ambiguity they would be more benefited from the research outcomes rather than solely depending on their intuition and experience. However, they should not fail to see that good research can only reduce uncertainty, and should be considered as it is helping or supporting their decision-making.
4. Decision makers of the beverage-producing firms, and particularly the foodstuff-producing firms should not consider the conducting of marketing researches as an incident just to make urgent decisions and they should not focus only on a certain type of marketing researches, such as problem-solving researches. They should consider the making of research and information seeking as a continuous process. Therefore, emphasis should be given on the importance of the research department and decision makers should view marketing research

at a strategic level. They should incorporate and use marketing research to their firm's overall plan.

5. The conflicts between decision makers and research personnel were more aggravated by the gap between what the decision maker demands and what the research personnel offers. Therefore, a solution to the conflict revolved around better communication between the decision makers and the research-making personnel so that each will grow to understand the other's activities and needs. Therefore:
 - Decision-makers/marketing managers need to better assess their information needs and work with researchers to plan the research activities that will supply information. Early involvement increases the likelihood that managers will accept and act on the results.
 - Decision-makers should also understand that better planning would help minimize emergency assignments, which usually waste resources and demoralize the research personnel.
6. Though the place of the marketing research in the organizations and the structure of the research department could be varied depending on the firms' acceptance of the marketing concept and its stage of marketing research sophistication, improper placement of the marketing research department can isolate it. Researchers may lack a voice in executive committees when they have no continuous relationship with marketing management. Therefore, in all foodstuff- producing and beverage-producing firms, the best organization structure would be to report as high up in the senior management ranks as possible-at least to the marketing, sales, or commercial manager. The research head or team leader should participate in discussions leading to marketing decisions. This not only will make him/her a member of the team but also will mean that he/she can operate his research with considerably more insight relative to overall marketing. Therefore, by discussion, both parties could gain a clear understanding of the purpose for undertaking the research.

Recommendations Concerning Marketing Research Department/Section or Personnel

1. Marketing research should be recognized, as it should be incorporated as an integrated company wide effort. Therefore, the marketing researchers in the foodstuff producing and beverage producing firms must be knowledgeable not just about marketing research but about the entire spectrum of marketing activities as well. This will help the research-making personnel in identifying the major problem areas that require the making of marketing researches for the enterprise as well as to define easily/clearly the management dilemma in the decision areas and in prioritizing the research activities/objectives and in planning researches together with the information requiring body.
2. The conflicts between decision makers and research personnel were more aggravated by the gap between what the decision maker demands and what the research personnel offers. Therefore,
 - Marketing research personnel must understand the decision makers' perspective. They must try to enhance their firm's profits by their contribution and they should focus on results. Perhaps the most important factor would be more effective communication of the research findings and research designs.
 - The researchers should act as both business consultants and as providers of technical services. They should try to work in team together with all users of the research outputs to understand the broad purpose of their research.
 - The researcher must understand the interests and needs of the user of the research. In order for the research problem to be formulated there must be a dialogue between the researcher and the decision maker. Without such a dialogue the problems would not be defined properly. There should be as clear and thorough understanding as possible on the part of both the researcher and the decision maker as to the precise purpose of the research. In effect, this statement of purpose involves a translation of the decision maker's problem into a research problem and study design. The research departments/research-making personnel should

understand that all their contributions and activities should be directly linked to the decision makers' needs.

3. The research personnel should be educated so that they can understand the problem confronting managers and address them for a broad perspective. The research personnel should develop their knowledge of making researches and improve their expertise. They should always try to develop their knowledge in the areas of statistics and quantitative methods, psychology and consumer behavior, effective written and verbal communication skills, general firm understanding, marketing management.

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Appendices

Appendix I

Addis Ababa University
Faculty of Business and Economics
MBA Program
Questionnaire Type I

Objectives of the study: The objective of this study is to see the practice of using marketing research outputs to support marketing/business decision-making by foodstuff-producing and beverage-producing firms that are found in Addis Ababa. I am conducting this study just for the completion of my MBA program. Therefore, as it is a purely academic research, I am confident enough that my respondents will honestly fill the items here below. Thank you for your cooperation!!

Name of the firm/enterprise _____
Position of the subject in the organization _____
Qualification _____
Years of experience (in years) 1 _____ 2-3 _____ 4-6 _____ 7-10 _____ Above 10 _____
Age: 18-25 _____ 26-30 _____ 31-40 _____ Above 40 _____
Sex: Male _____ Female _____

Decision-makers: means those who can make marketing decisions or those who use/could use marketing researches in order to make marketing decisions.

Respondents/subject/participants: means, according to the context, it may denote- consumers/households, customers (including wholesalers and retailers), or any one who is involved in answering questions that may help to make marketing researches.

Questionnaire Type I: To be filled by marketing researcher or marketing research department/unit/team of the enterprise. (Please use tick mark "✓" in the blank spaces.

1. What is the name of the department which is responsible for making marketing researches? Or, the department in which the marketing research unit is found? _____
2. What is its structural position of the department/the body in the organization?
Top management _____ Middle management _____ Lower management _____
3. What is the number of the marketing research team/personnel? How many of the marketing research team/personnel are professionals in the area/marketing research?
Total number of personnel _____ Qualified personnel _____
4. To what extent/how frequent/ the marketing department or the decision-making body uses the marketing research outputs/reports to make decisions on marketing issues?
1. Usually, when needed _____ 2. Sometimes, when needed _____ 3. Rarely _____
4. The decisions usually do not require marketing researches _____
5. Never, even needed _____
5. "The organization and the marketing and/or sales department use marketing research outputs to set tactical and strategic plans." Show your degree of agreement to this sentence using a tick mark "✓".
1. Strongly agree _____ 2. Agree _____ 3. Moderately agree _____ 4. Disagree _____
5. Strongly disagree _____
6. "Adequate budget is usually allocated to the marketing department in order to adequately and successfully carry out marketing researches."
1. Strongly agree _____ 2. Agree _____ 3. Moderately agree _____ 4. Disagree _____
5. Strongly disagree _____
7. The Enterprise frequently launches/introduces new products in the market:
- After conducting a market research _____
- By partially, sometimes conducting a marketing research _____
- Without conducting a market research _____
- Intuitively/with experience it knows the nature of the market and whether the new product is going to be sold or not in the market _____
- Other techniques? _____
8. To what extent the data or the sources of data are dependable to conduct quality-marketing researches?
The sources of data/the data are:

Sources of data	Dependable	Moderately/sometimes dependable	Not dependable	Difficult to decide
Primary				
Secondary				

9. The following can be observed problems/challenges/issues that might have existed in conducting survey researches and gathering data from respondents/customers. (Please tick-mark "✓" on your choice in the columns. And you may cancel some of the words to make the sentences closer to your Enterprise's experiences.)

1. Strongly Agree 2. Agree 3. Moderately Agree 4. Disagree 5. Strongly Disagree

No	Problems, Challenges, Issues in conducting survey research	1	2	3	4	5
1	Customers feel positively about the purpose of the marketing research and some actually enjoy being interviewed					
2	Customers fear that researchers might use sophisticated techniques to probe their feelings, and then use this knowledge to manipulate their buying					
3	There is lack of sampling lists					
4	The researching body has no enough qualified personnel and therefore it has problems to conduct survey research					
5	It is difficult to understand and interpret the responses of respondents					
6	Respondents refuse to be interviewed and if interview they provide less than truthful responses					
7	Customers fail to fill questionnaires in time and it is not possible to make timely collection and completion of researches					
8	Researchers know little about customers/respondents					
	Others					

10. What kinds of researches your organization has made? (Please tick "✓" on the columns to show the frequency of the researches that have been made by the Enterprise)

Natures of Researches made	Types of specific research made /Types of marketing researches made to base the marketing decision making of the firm/		Frequency of researches made						
			1 Usually, when needed	2 Sometimes, when needed	3 Rarely	4 Never, even needed	5 It is not needed	6 Please write your comments if your tick on columns 4 and 5 (you may use the lines at the bottom of the table)	
Problem- identification	Market potential								
	Market share								
	Market characteristics								
	Market analysis								
	Short-range forecasting								
	Long-range forecasting								
	Studies of business trends								
Problem- solving	Product research	Competitive-product studies							
		New product acceptance and potential							
		Testing existing products							
		Product-mix studies							
		Packaging studies							
	Pricing research	To set a suitable price							
	Advertising and sales research	Establishment of order quotas, territories							
		Studies of advertising effectiveness							
		Sales-compensation							
		Promotional studies							
		Copy researches							
		Media researches							
	Distribution research	Distribution-channel studies							
		Plant and warehouse location							
	Other kinds of researches								

11. To what degree you agree to each of the following statements which may be related to your Enterprise? (Please write the chosen number adjacent to each statement)

1. Strongly Agree 2. Agree 3. Moderately Agree 4. Disagree 5. Strongly Disagree

1. The made marketing researches seem to blame or criticize the prior decisions that are made by the management. Therefore, they create threat on the part of the management/decision-makers. ____
2. Decision-makers look at the marketing research reports after making decisions. And if their decisions match with the results of the marketing research, they consider the researches made are "correct", and, otherwise, "incorrect." ____
3. Decision-makers have difficulties to understand, analyze and interpret the results and recommendations of marketing researches for making marketing decisions. ____
4. Decision-makers or/and higher officials of the Enterprise do not encourage and initiate the conducting of marketing researches. ____
5. The managers' view research as a threat to their personal status as decision makers. They fear that marketing research information may conflict with or invalidate the "knowledge" gained from experience and judgment. ____
6. Managers are unable to work effectively with, understand and use the knowledge and skills of research specialists. ____
7. Managers are unfamiliar with the nature and role of research and unable to identify problems well enough to ask for help when they need it. ____
8. Marketing research department/team/unit is handicapped by low organizational status and lack of close contact with the management and unable to give support for the functional units of the Enterprise. ____
9. Marketing research team are dissatisfied with the extent to which their department's capabilities are being used. ____
10. The decision-makers have problems in prioritizing the marketing problems/objective according to their urgency and importance, and in justifying the reasons/purposes for the marketing researches. ____
11. Managers/decision-makers are usually deceived by the perceived quality of the Enterprise's products and the high demands that are currently observed, and therefore, they do not allow or interested the conducting of marketing researches. ____

Others _____

12. The following sentences are problems/challenges that might have occurred in the marketing research process (in your Enterprise). Please make tick mark ("✓") in the columns to show your degree of agreement to each sentence.)

1. Strongly Agree 2. Agree 3. Moderately Agree 4. Disagree 5. Strongly Disagree

No	Problems/Challenges in the Marketing Research Process	1	2	3	4	5
1	It is mostly difficult to define research problem and research objective					
2	The decision makers and the marketing researchers do not mostly define problems together					
3	There are problems in choosing the right and appropriate research methods and data gathering tools for the marketing problems or marketing research requiring issues.					
4	The decision makers mostly want to decide on the technical matters of the marketing researches.					
5	The decision makers have difficulties in measuring the cost of the researches and in comparing the costs with the benefits that will be gained after the research.					
6	The decision makers have problems in evaluating the research plans and the research findings in making marketing decisions.					
7	Managers/decision makers do not allow enough time to make researches. Therefore, it is difficult to present research findings in time.					
8	The research plans/designs do not take into consideration the availability and collection of adequate secondary and/or primary data.					
9	The researchers have problems in following up in order to determine whether their recommendations are being used.					
10	There are problems in choosing the right type and number of participants/respondents by the field staff/interviewers. Therefore, it is difficult to obtain accurate data for making quality researches.					
11	There are problems in clearly understanding research objectives on the side of some research field personnel (who can be temporarily employed) and in including participants/respondents who were unsuitable for the researches (such as, including subjects who were insufficiently aware of the Enterprise's product).					
12	There are analytical mistakes: inappropriate interpretation of research outputs, biased analysis, placing too much emphasis on inputs of a few participants, and in misusing the final reports.					
Others: (You may use the next lines for your additional comments)						

13. In your opinion, in what ways and how the marketing decision-makers or those who can use the marketing research findings would be benefited from marketing researches to make sound business and marketing decisions which could, then help to increase the sales/marketing share and the profitability of the Enterprise/Company? (Answering this question will be very important for the study that I am conducting. Please cooperate me in giving your comments. You may also use the back part of this page.) _____

Appendix II

Addis Ababa University
Faculty of Business and Economics
MBA Program
Questionnaire Type II

Objectives of the study: The objective of this study is to see the practice of using marketing research outputs to support marketing/business decision-making by foodstuff-producing and beverage-producing firms that are found in Addis Ababa. I am conducting this study just for the completion of my MBA program. Therefore, as it is a purely academic research, I am confident enough that my respondents will honestly fill the items here below. Thank you for your cooperation!!

Name of the firm/enterprise _____
Position of the subject in the organization _____
Qualification _____
Years of experience (in years) 1 _____ 2-3 _____ 4-6 _____ 7-10 _____ Above 10 _____
Age: 18-25 _____ 26-30 _____ 31-40 _____ Above 40 _____
Sex: Male _____ Female _____

Decision-makers: means those who can make marketing decisions or those who use/could use marketing researches in order to make marketing decisions.

Respondents/subject/participants: means, according to the context, it may denote- consumers/households, customers (including wholesalers and retailers), or any one who is involved in answering questions that may help to make marketing researches.

Questionnaire Type II: To be filled by managers/marketing decision-makers that may/can use marketing research findings/ information.

1. What is the name of the department which is responsible for making marketing researches? Or, the department in which the marketing research unit is found? _____

2. For which of the following possible situations/questions the firm has made marketing researches? (Please put "✓" if the firm has made marketing research at least once, or otherwise put "x". Place the marks in the blank spaces.)

1. "Our sales are declining are we do not know why?" _____
2. "Would people be interested in our new-product idea?" _____
3. "What kind of people is buying our products? Who buys our competitors' products?" _____
4. "What features do buyers prefer in our products? What qualities of our products are preferred by customers/consumers?" _____
5. "Will buyers purchase more of our product in a new package, or less price, or with different ingredients, or if there exist distributors who can increase our sales/distribution?" _____
6. "Which of our promotion/advertising campaigns are more effective?" _____
7. Other researches _____

3. In which of the following areas/for what objectives, in your opinion, marketing research information would be required for your Enterprise? (Make tick mark in columns)

1. Very important
2. Important
3. Moderately Important
4. Less important
4. Not important

No	Research studies	1	2	3	4	5
1	Market studies (to describe the size of the market, buying power of the consumers, availability of distributors, and consumer profiles)					
2	Market share studies (to determine the proportion of total sales received by the firm and its competitors)					
3	Sales analysis studies (to describe sales by geographic region, product line, type of the account, and the size of the account)					
4	Image studies (to determine consumer perceptions of the firm and its products)					
5	Product usage studies (to determine consumer perceptions of the firm and its products)					
6	Distribution studies (to determine traffic flow patterns and the number and location of distributors)					
7	Pricing studies (to describe the range and frequency of price changes and probable consumer response to proposed price changes)					
8	Advertising studies (to describe media consumption habits and audience profiles for specific television programs and magazines)					

Others? _____

4. The Enterprise frequently launches/introduces new products in the market:

- After conducting a market research _____
- By partially, sometimes conducting a marketing research _____
- Without conducting a market research _____
- Intuitively/with experience it knows the nature of the market and whether the new product is going to be sold or not in the market _____
- Other techniques? _____

5. To what extent the research results are effective and helpful for making marketing decisions?

1. Very helpful ___ 2. Helpful ___ 3. Less Helpful ___ 4. Sometimes are helpful ___ 5. Not helpful ___

If you tick on choice 3, or 4, or 5, please write your justifications here: _____

6. To what extent the marketing decisions that have made by using research findings, reports and recommendations were effective/correct and fruitful? The decisions were:

1. Very effective ___ 2. Effective ___ 3. Moderately effective ___
4. Effective, Sometimes ___ 5. Not effective ___

7. "The organization and the marketing and/or sales department use marketing research outputs to set tactical and strategic plans." Show your degree of agreement to this sentence using a tick mark "✓". Strongly agree ___ 2. Agree ___ 3. Moderately agree ___ 4. Disagree ___ 5. Strongly disagree ___

8. Compared to the contribution and the importance of marketing research outputs in supporting decision making, the annual budget/cost that is allocated for making market researches has benefited the Enterprise:

1. Very greatly ___ 2. Greatly ___ 3. Moderately ___ 4. Less ___ 5. Payoff/nil/ ___

9. "The Enterprise or/and the decision makers initiates and encourages the research making units to conduct marketing researches." Show your degree of agreement to this sentence.

1. Strongly agree ___ 2. Agree ___ 3. Moderately agree ___ 4. Disagree ___
5. Strongly disagree ___

10. The statements may be facts of the marketing research making department/unit/ body of your Enterprise. Please show your degree of your agreement to each of the statement by putting a "✓" mark in the chosen column.

1. Strongly agree 2. Agree 3. Moderately agree 4. Disagree 5. Strongly disagree

No	The marketing research making department/unit/...	1	2	3	4	5
1	lacks research competency.					
2	lacks initiative and creativity to make researches.					
3	has limitations of qualified research personnel.					
4	personnel have personal bias of the researches to supporting to supporting their preconceived ideas.					
5	has the inability to uncover the inner core of the problem/to meet the objectives. As a result, it is difficult to depend on it.					
6	has problems in completing and presenting researches for timely implementation/action or marketing decision-making.					
7	lacks overall organizational and management insights.					
8	conducts researches just for the sake of doing 'researches' without understanding the researches benefits.					
9	lacks desires to take a more active part in defining and identifying marketing problems with the management.					
10	shows inclinations on the making of marketing researches to support some managers'/decision-makers' decisions rather than doing researches based on the importance and usefulness of solving the marketing problems.(Or, makes pseudo-researches).					
11	has budget constraints. Therefore, it has difficulties to the making of quality and adequate researches.					
12	has limitations to obtain adequate, accurate, timely, and truthful data. Therefore, it has difficulties to make useful and complete researches.					
13	makes irrelevant marketing researches which do not usually help to make right marketing decisions.					
14	Others?					

11. In your opinion, in what ways and how the marketing decision-makers or those who can use the marketing research findings would be benefited from marketing researches to make sound business and marketing decisions which could, then help to increase the sales/marketing share and the profitability of the Enterprise/Company? (Answering this question will be very important for the study that I am conducting. Please cooperate me in giving your comments. You may also use the back part of this page)

ਸਮਨਲੇਖ 1

የመረጃ አይነት (ምንጮች)	አስተማማኝ ናቸው	በከፊል አስተማማኝ ናቸው	አስተማማኝ አይደለም	ለማወቅ ይቸግራል
ቀጥተኛ የሆኑ (Primary data)				
ቀጥተኛ ያልሆኑ (Secondary data)				

9. የሚከተሉት ዐረፍተ ነገሮች የመስክ ጥናት በሚካሄድበት ወቅትና የጥናት መረጃ በሚሰጠውበት ወቅት አብዛኛውን ጊዜ የተከሰቱ እውነታዎች፣ ችግሮች ሊሆኑ ይችላሉ። የመስማማትዎን መጠን በዓምዶቹ ላይ የ «✓» ምልክት በማኖር ይጠቁሙ። ከድርጅትዎ ሁኔታ /ጉዳይ/ ጋር ለማቀራረብ እንዳንድ ቃላቶችን መሠረዝ ይችላሉ።

1. በጣም እስማማለሁ 2. እስማማለሁ 3. በመጠኑ እስማማለሁ 4. አልስማማም 5. ፈፅሞ አልስማማም

ተ.ቁ.	ችግሮች፣ እውነታዎች ሊሆኑ የሚችሉ ዐረፍተ ነገሮች	1	2	3	4	5
1	ደንበኞች ስለ ገበያ ጥናት ግንዛቤ ስላላቸው መጠይቅ ለመሙላትም ሆነ ቃለ መጠይቅ ለመደረግ ፈቃደኞች ናቸው።					
2	ደንበኞች የገበያ ጥናት በሚደረግበት ወቅት አጥኚው ክፍል ወይም ድርጅቱ ረቀቅ ያለ ሁኔታ በመጠቀም ስሜታቸውን ካወቀ በኋላ ያለ አግባብ የአገዛዝ ሁኔታቸውን ገምግሞ ሊያተርፍባቸው እንደሚችል ስለሚገምቱ ለመጠየቅ (ለመተባበር) ፈቃደኞች አይደሉም።					
3	በቂ የሆነ የናሙና (Sampling list) መጠን ማግኘት ይቸግራል።					
4	በቂ የሆነና የሰለጠነ የሰው ሃይል ስለሌለው አጥኚው ክፍል የመስክ ጥናት ለማድረግ ብዙ ጊዜ ይቸግራል።					
5	የተጠያቂዎችን (የደንበኞችን) መልስ ወይም ፍላጎት የመረዳትና የመተርጎም ችግር አለ።					
6	በጥናት ውስጥ የሚካተቱ ተጠያቂዎች (respondents) ለመጠየቅ ፈቃደኛ ቢመስሉም ወይም ፈቃደኛ ሆነው ቢመልሱም የሚሰጡት መልስ አጥጋቢ ያልሆነና ሙሉ በሙሉ እውነተኛነቱን ለመቀበል አጠራጣሪ ይሆናል።					
7	በጥናት ውስጥ የሚካተቱ ተጠያቂዎች በተፈለገው ጊዜ መጠይቁን ሞልተው ስለማይመልሱ (ስለማይጨርሱ) ወቅታዊ የሆነ የጥናት ውጤት ለማቅረብ ይቸግራል።					
8	አጥኚው ቡድን ስለ ተጠያቂዎች (ደንበኞችን ጨምሮ) ያለው እውቀት አነስተኛ ነው።					
9	ሌላ ካለ _____					

10. በስንጠረዥ ውስጥ ለተዘረዘሩት የገበያ ጥናት ዓይነቶች ድርጅቱ ያደረገውን የጥናት መጠን ይጠቁሙ። የመረጡት ዓምድ ላይ የ «✓» ምልክት ያኑሩ።

ዋና የጥናቱ ዓላማ (ዓይነት)		ዝርዝር የገበያ ጥናት ዓይነቶች ወይም የጥናት ውጤቶች በመመርኮዝ ውጣኔ ለመስጠት ድርጅቱ የሞከረባቸው የገበያ ጥናት ዓይነቶች	የተደረጉበት መጠን					
			1 ሁሉ ባስፈለገ ጊዜ	2 አልፎ አልፎ ሲያስፈልግ	3 አጥጋቢ ባልሆነ ሁኔታ	4 ቢያስፈልግም አልተደረገም	5 አያስፈልግም	አምድ 4 ወይንም 5ን ከመረጡ ምክንያቶችን ይግለፁ
ችግር ለመለየት	ገበያ ሊሆኑ የሚችሉ ደንበኞችን ለማጥናት							
	የገበያ ድርሻ							
	የገበያ ሁኔታ							
	የገበያ ትንተና							
	የአጭር ጊዜ እቅድ ለመንደፍ							
	የረጅም ጊዜ እቅድ ለመንደፍ							
	ድርጅቱ የሚኖረውን (ያለውን) አካሄድ ለማወቅ ሌላ ካለ							
ችግር ለመፍታት	የምርት ጥናት	ተወዳዳሪ ምርቶችን ለማወቅ						
		አዲስ ምርት የሚኖረውን የገበያ መጠንና ምርቱ ገበያ ላይ ተቀባይነት እንዳለው ለማወቅ						
		ገበያ ላይ የቀረቡ ምርቶችን ሁኔታ ለማወቅ የተደረገ ጥናት						
		ምርቱ የተሠራበትን ንጥረ ነገር ጥሩነት ለመለካት የተደረገ ጥናት						
		የአስተሳሰብ ጥናት						
	የዋጋ ጥናት	ተስማሚ ዋጋን ለመወሰን የተደረገ ጥናት						
	የማስታወቂያና የሽያጭ ጥናት	የትዕዛዝ፣ የምርት መጠንና ቦታ የመወሰን ጥናት						
		የማስታወቂያ (advertising) ውጤታማነት ጥናት						
		የሽያጭ ማካካሽ (ዋስትና) ጥናት						
		የማስታወቂያ ጥናት						
		የመብት ጥበቃ ጥናት						
		የማስታወቂያና ሚዲያን (ማሠራጫ) መረጣን የተመለከተ ጥናት						
		የምርት ስርጭት መስመር ጥናት						
የፋብሪካና የመጋዘን (plant and warehouse) መረጣ ጥናት								
ሌላ የተካሄደ ጥናት ካለ _____								

ማብራሪያ ካለ (ለመጨረሻው ዓምድ) -----

11. በሚከተሉት ዓረፍተ ነገሮች ምን ያህል እንደሚሰማው ከ1-5 የተሠጡትን ምርጫዎች በመምረጥ በዓረፍተ ነገሩ መጨረሻ ላይ ባለው ባዶ ቦታ ላይ ተራ ቁጥሩን ያስፍሩ::

1. በጣም እስማማለሁ 2. እስማማለሁ 3. በመጠኑ እስማማለሁ 4. አልስማማም 5. ፈፅሞ አልስማማም
1. የሚደረጉ የገበያ ጥናቶች ቀድመው የተሠጡ የገበያ ውሳኔዎችን የሚወቅሱ (የሚተቹ) መስለው ስለሚታዩ በማንኛውም በኩል ፍራቻ የሚፈጥሩ ይሆናሉ:: _____
2. ውሳኔ ሠጪ አካላት የገበያ ጥናት ውጤቶችን ውሳኔ ከሠጡ በኋላ ይመለከቷቸዋል:: ውሳኔያቸው ከጥናት ውጤቱ ጋር ከተጣጣመ ጥናቱ «ትክክለኛ» እንደሆነ ካልተጣጣመ ግን ጥናቱ «ትክክለኛ» እንዳልሆነ አድርገው ይመለከታሉ:: _____
3. ውሳኔ ሠጪዎች የገበያ ጥናት ውጤቶችን፣ አስተያየቶችን ወይም ዘገባዎችን ለመረዳት፣ ብሎም ተንትኖ ውሳኔ ለመስጠት (ለመጠቀም) ችግር አለባቸው:: _____
4. ውሳኔ ሠጪዎች ወይም ከፍተኛ የድርጅቱ አመራር አካላት የገበያ ጥናቶች እንዲደረጉ አያበረታቱም፣ አይደግፉም:: _____
5. ውሳኔ ሠጪዎች በልምድ ያገኙት የገበያ እውቀትና በጥናት የተደገፈ የገበያ መረጃ ሥለማይጣጣሙ (ሥለሚጋጭባቸው) የገበያ ጥናት ውጤቶችን ላሉበት ቦታ ፍራቻን የሚፈጥሩባቸው አድርገው ይመለከታሉ:: _____
6. ውሳኔ ሠጪዎች ተገቢ (ውጤታማ) በሆነ መንገድ ከገበያ ጥናት አጭኚዎች ጋር አይሠሩም ብሎም የጥናት ኤክስፐርቶችን ክህሎትና እውቀት ለመጠቀም አይጥሩም:: _____
7. ውሳኔ ሠጪዎች ስለ ገበያ ጥናት አስፈላጊነትን ያላቸው ግንዛቤ አነስተኛ ስለሆነ ገበያን የተመለከቱ ችግሮችን ለይቶ የማውጣትና ችግሮቹ ጥናት እንዲካሄድባቸው ለመጠየቅ ይቸገራሉ:: _____
8. የገበያ አጥኚው አካል ሥራና ሃላፊነት እስካሁን በድርጅቱ መዋቅር ወስጥ በአግባቡ ሥላልተካተተ ለሌሎች የድርጅቱ ክፍሎች ተገቢውን የሆነ አገልግሎት እየሠጠ አይደለም:: _____
9. የአጥኚው አካል ሠራተኞች (marketing research experts) ያላቸው ችሎታና የጥናት ውጤቶቻቸው በተገቢው ሁኔታ ጥቅም ላይ ሥላልዋሉባቸው በሥራቸው ደሥተኞች አይደሉም:: _____
10. ውሳኔ ሠጪዎች (managers) የጥናት ዓላማዎችን በአንገብጋቢነታቸው፣ በአስፈላጊነታቸው መሠረት ቅደም ተከተል የማስያዝና ጥናቶቹ ለምን ጉዳይ ወይም አገልግሎት እንደሚጠቅሙ የመለየት ችግር አለባቸው:: _____
11. የድርጅቱም ምርቶች የገበያ ችግር ስለሌለባቸውና ምርቶቹ ጥራት ያላቸው ናቸው ብለው ሥለሚያምኑ ውሳኔ ሠጪዎች የገበያ ጥናት አስፈላጊነት ብዙም አይታያቸውም:: _____

12. የገበያ ጥናት ሂደት (Marketing Research Process) ወቅት የሚከሰቱ ተደጋጋሚ ችግሮች::

1. በጣም እስማማለሁ 2. እስማማለሁ 3. በመጠኑ እስማማለሁ 4. አልስማማም 5. ፈፅሞ አልስማማም

ተ.ቁ.	ያጋጠሙ ችግሮች(Problems in the Marketing Process)	1	2	3	4	5
1	የገበያ ጥናት የሚያስፈልጋቸውን የገበያ ችግሮች (marketing problems) እና የጥናት ዓላማዎችን (research objectives) ለይቶ የመግለፅና የማስቀመጥ ችግር አለ::					
2	ውሳኔ ሠጪዎች (የገበያ ጥናት እንዲሠራላቸው የሚጠይቁ አካላት/ክፍሎች) እና አጥኚው አካል በጋራ የገበያ ችግሮችን ለይተው አይገልፁም፣ አያስቀምጡም::					
3	ትክክለኛና ተገቢ የሆነ የመረጃ አሰባሰብ ዘዴ፣ የጥናት ዘዴ አስፈላጊ ለሆነ የገበያ ወይም ጥናት ለሚያስፈልገው ችግር (marketing problem) የመንደፍና የመምረጥ ችግር አለ::					
4	ውሳኔ ሠጪዎች ቴክኒካል በሆኑ የአጠናን ጉዳዮች ላይ ውሳኔ ለመስጠት ጣልቃ ይገባሉ::					
5	ውሳኔ ሠጪዎች የገበያ ጥናት መርሃ ግብሮችን (research plans) እና የጥናት ግኝቶችን (research findings) የመመዘንና ለጥቅም የማዋል እውቀት ያንግጥባሉ::					
6	ውሳኔ ሠጪዎች የገበያ ጥናት ወጪዎችንና በገበያ ጥናት አማካኝነት የሚገኙ ጥቅሞችን የመለካትና የማገባወር ችግር አለባቸው ወይም ችሎታ ያንግጥባሉ::					
7	ውሳኔ ሠጪዎች ጥናቶች በተገቢው ሁኔታ ሊከናወኑ የሚችሉበትን በቂ ጊዜ አይሰጡም:: ወቅታዊ የሆነ ጥናትም አይጠይቁም					
8	የገበያ መርሃ ግብሮች (research plans) በቂና አስተማማኝ የሆነ ቀጥተኛ (primary data) እና ቀጥተኛ ያልሆነ (secondary data) መረጃ መገኘት ያለመገኘቱን ሳይረጋገጡ ይነደፋሉ::					
9	አጥኚው አካል የጥናት ውጤቱ የገበያ ውሳኔ ለመስጠት ይረዳ ዘንድ ጥናቱ በተግባር ለጥቅም ይዋል አይዋል ክትትል ለማድረግ ይቸገራል::					
10	ተጠያቂዎችን እውተኛ ላልሆነ ወይም አላስፈላጊ ላሆነ ጥናት የማካተት ችግር አለ::					
11	የጥናት አላማዎችን በአግባቡ (በግልፅ) ያለማስቀመጥ (ያለመለየት)፣ ለጥናቱ ተስማሚ የሆኑ ተጠያቂዎችን (ለምሳሌ ስለ ድርጅቱ ምርት ምንም ወይም በቂ እውቀት የሌላቸውን ወይም ተጠቃሚ ያልሆኑ ደንበኞችን) በጥናት የማካተት እና ሌሎች ተመሳሳይ ስህተቶች አሉ::					
12	የአተናተን ስህተቶች አሉ:: ለምሳሌ፣ የጥናት ውጤቶችን በስህተት መተርጎም፣ ከራስ እውቀት አቋም በመነሣት የጥናት ውጤቶችን በራስ እንግር የመተርጎም፣ የአነስተኛ የጥናት ተሳታፊዎች መልስ ላይ ተንተርሶ ውሳኔ የመስጠት፣ በአጠቃላይ የጥናት ውጤቶችን ሥህተት በሆነ መልኩ በመተርጎም ሥህተት የሆነ ውሳኔ የመስጠት አካሄድ ይታያሉ::					
13	ሌሎች ካሉ _____					

ሌሎች ካሉ

13. ገበያን በሚመለከት በውሳኔ ሠጪዎች (የገበያ ጥናት ውጤት መጠቀም የሚገባቸው አካላት) በምን ዓይነት ሁኔታ እና ምን ዓይነት የጥናት ችግሮችን በመቅረፍ የገበያ ጥናት ውጤቶችን ተጠቅመው አግባብ ያለውና ትክክለኛ የሆነ የድርጅቱን እድገትና ትርፋማነት የሚረዳ ውሳኔ መስጠት እንደሚችሉ የሚያስረዳ አስተያየትዎን ከዚህ ቀጥለው ይጻፉ:: (ይህ አስተያየትዎ ለጥናቱ በጣም አስፈላጊ ስለሚሆን እባክዎን አስተያየት በመስጠት ይተባበሩኝ::) ከጀርባ ማስፈር ይቻላል::

አዲስ አበባ ዩኒቨርሲቲ

የንግድ አስተዳደር ድህረ ምረቃ ትምህርት ክፍል

ተ.ቁ.	የገበያ ጥናት አስፈላጊነት የሚፈልግ ጉዳይ/ የጥናት አላማዎች	1	2	3	4	5
1	አጠቃላይ የገበያ ጥናት (ዓላማው፡- የገበያን ሥፋት፣ የሽማቾችን (የተጠቃሚዎችን) የመግዛት አቅም፣ የጅምላና የትርፎት የአከፋፋዮችን ሁኔታ፣ የሽማቾችን አጠቃላይ ገፅታ ለማወቅ)					
2	የገበያ ድርሻ ጥናት (ዓላማው፡- የድርጅቱንና የድርጅቱ ተወዳዳሪ ምርቶች በገበያ ውስጥ ያላቸው የሽያጭ ድርሻ ወይንም መጠን ለማወቅ)					
3	የሽያጭ ትንተና ጥናት (ዓላማው፡- የሽያጭ አካባቢዎችን፣ የተቀራራቢ ምርት ዓይነቶችን የአሻሻጥ ሁኔታ፣ የሰውን የሽያጭ ገቢ መጠን ለማወቅ)					
4	የተጠቃሚዎችን ወይም የሠዎችን ሃሳብ ለማወቅ የተደረገ ጥናት (ዓላማው፡- ሽማቾች ሥለ ድርጅትዎና ድርጅቱ ሥላሚያመርታቸው ምርቶች ያላቸውን አጠቃላይ ግንዛቤና አስተያየት ለመመዘን)					
5	የምርት አጠቃቀምን ለማወቅ የተደረገ ጥናት (ዓላማው፡- ደንበኞች የድርጅቱን ምርቶች እንዴት፣ ለምን፣ በምን ያህል መጠን እንደሚጠቀሙ ለማወቅ)					
6	የስርጭት ጥናት (ዓላማው፡- የድርጅቱ ምርቶች እንዴት፣ በማንና በምን ሁኔታ ለተጠቃሚው እንደሚደርሱና የአከፋፋዮችን (distributors) የሽያጭ ቦታን ለመለየት)					
7	የዋጋ ጥናት (ዓላማው፡- ሽማቾች እና (ወይንም) ደንበኞች ሊሆኑ የሚችሉ ክፍሎች በምን ዓይነት ዋጋና በምን ዓይነት የአከፋፈል ሁኔታ የድርጅቱን ምርቶች ሊገዙ እንደሚችሉና በተደረጉ የዋጋ አተማመንና አከፋፈል ሁኔታዎችን በተመለከተ ያላቸውን መልስ (የመግዛት) ፍላጎት ለመለካት)					
8	የማስታወቂያ ጥናት (ዓላማው፡- ሠዎች ድርጅቱ ላደረጋቸው የተለያዩ የማስታወቂያ ዓይነቶች ምን ዓይነት አመለካከት እንዳላቸው፣ በየትኛው የመልዕክት ማስተላለፊያ መሣሪያ (ቴሌቪዥን፣ ሬዲዮ፣ ጋዜጣ ወዘተ) ማስታወቂያዎችን ዘወትር ማየት እንደሚችሉ፣ እንዲሁም ከዚህ በፊት የተደረጉት ማስታወቂያዎች የድርጅቱን ሽያጭና ትርፋማነት በማሳደግ ረገድ ምን ያህል ሥሌታማ እንደሆኑ ለማወቅ)					

ሌላ ጥናት ካሉ _____

4. አዲስ የድርጅቱን ምርቶች ለገበያ ለማቅረብ ድርጅቱ፤

1. ቅድሚያ የገበያ ጥናት ያደርጋል _____
2. ቅድሚያ የገበያ ጥናት አልፎ አልፎ /በከፊል/ ያደርጋል _____
3. የገበያ ጥናት አያደርግም _____
4. የገበያ ጥናት አያደርግም ነገር ግን ሊሸጥ የሚችልና የማይችለውን ዕቃ በልምድ ያውቀዋል _____
5. ሌላ መንገድ ካለ ይጥቀሱ _____

5. የገበያ ጥናት ውጤቶች ገበያን በተመለከተ ውሳኔ ለመስጠት ምን ያህል አስተማማኝ ናቸው?

1. በጣም አስተማማኝ ናቸው _____
2. አስተማማኝ ናቸው _____
3. በመጠኑ አስተማማኝ ናቸው _____
4. አልፎ አልፎ አስተማማኝ ናቸው _____
5. አስተማማኝ አይደለም _____

ምርጫ 3, 4 ወይም 5ን ከመረጡ ምክንያትዎን ቀጥለው ቢያሠፍሩ _____

6. የገበያ ጥናት ውጤቶችን፤ ግኝቶችን ወይም ዘገባዎችን በመጠቀም ከዚህ በፊት የተወሰዱ ገበያን የተመለከቱ ውሳኔዎች ምን ያህል ውጤታማ ናቸው?

1. በጣም ውጤታማ ናቸው _____
2. ውጤታማ ናቸው _____
3. በመጠኑ ውጤታማ ናቸው _____
4. አልፎ አልፎ ውጤታማ ናቸው _____
5. ውጤታማ አይደለም _____

7. 'ድርጅቱና የተለያዩ የድርጅቱ ክፍሎች የገበያ ጥናት ውጤቶችን በመጠቀም የአጭርና የረጅም ጊዜ ዕቅዶችን ይነድፋሉ፡፡' በዚህ ዓረፍተ ነገር፡

1. በጣም እስማማለሁ _____
2. እስማማለሁ _____
3. በመጠኑ እስማማለሁ _____
4. አልስማማም _____
5. ለመወሰን ያስችግራል _____

8. ድርጅቱ የገበያ ጥናት ውጤቶች የወጣባቸውን ወጪ ካስገኘች ጥቅም ጋር ሲያነጻጽረው፤ ለጥናት ሠራው አካል የተመደበለት በጀት፡-

1. ትልቅ ጠቀሜታ አምጥቷል _____
2. ጠቀሜታ አምጥቷል _____
3. መጠነኛ ጠቀሜታ አምጥቷል _____
4. ምንም ጠቀሜታ አለመጣም _____
5. በርግጠኝነት ለመለካት አስቸጋሪ ነው _____

9. ድርጅቱ የገበያ ጥናት ይካሄድለት ዘንድ ጥናት አድራጊውን አካል/ክፍል ያበረታታል፡፡ ይህ ዐረፍተ ነገር፤

1. ዕውነት ነው _____
2. ዕውነት ያመዝናል _____
3. ውሸትነቱ ያመዝናል _____
4. ውሸት ነው _____
5. ማወቅ ያስቸግራል _____

10. ቀጥሎ የተዘረዘሩት ዐረፍተ ነገሮች የገበያ ጥናት አጥጊውን አካል ወይም ክፍል የተመለከቱ ሲሆኑ በዐረፍተ ነገሮቹ ላይ ያለዎትን የመስማማት መጠን የ“✓” ምልክት በማድረግ በመረጡት ዓምድ ላይ ይጠቁሙኝ፡፡

1. በጣም እስማማለሁ _____
2. እስማማለሁ _____
3. በመጠኑ እስማማለሁ _____
4. አልስማማም _____
5. ለመወሰን ያስቸግራል _____

ተ.ቁ.	የገበያ ጥናት የሚያጠናው አካል/ክፍል፡-	1	2	3	4	5
1	ጥናት የማድረግ በቂ የሆነ ችሎታና እውቀት የለውም፡፡					
2	ጥናት ለማድረግ የመነሣሣትና ሐሳቦችን የማፍለቅ ችግር ይታይበታል ወይም አለበት፡፡					
3	በገበያ ጥናት የሠለጠነ በቂ የሠው ሃይል የለውም					
4	ሠራተኞች በጥናታቸው ላይ ትክክለኛውን ጥናት ከማድረግና የጥናት ውጤት ከማሳየት ይልቅ የራሳቸውን የሆነ አሥተያየትና ሃሳብ በጥናቱ ላይ ያንጸባርቃሉ፡፡					
5	የገበያ ችግሩን ለመፍታት ቀጥተኛና ጠለቅ ያለ ጥናት የመስራት ችግር አለበት፡፡ ሥለዚህ ጥናቱ ብዙውን ጊዜ አስፈላጊ የሆነውን አላማ አይመታም፡፡					
6	የጥናት ውጤቶችን በወቅቱ በማቅረብ ለውሳኔ አሠጣጥ ይረዳ ዘንድ አያደርግም ወይም ጥናቶችን ያጓትታል፡፡					
7	አጠቃላይ የሆነ የአስተዳደር ወይም ድርጅታዊ የሆነ እይታ (ግንዛቤ) ያንሠዋል፡፡					
8	የገበያ ጥናት የሚያደርገው 'ጥናት አደረገ' እንዲባል ብቻ ነው፡፡ ብዙውን ጊዜ የሚደረጉት ጥናቶች ችግር ለመፍታት የሚረዱ አይደሉም፡፡					
9	ከማኔጅመንቱ ጋር በመሆን የገበያ ችግሮችን በመለየትና በመግለጽ በኩል ዝቅተኛ የሆነ ተሳትፎ አለው፡፡					
10	የአንዳንድ ውሳኔ ሠጪዎችን ሃሳብ የሚደግፍ የገበያ ጥናት የማድረግ አዝማሚያ ያሳያል፡፡ የገበያ ጥናት የሚያካሂደው በጣም አንገብጋቢና አስፈላጊ ለሆኑ ገበያን የሚመለከቱ ጉዳዮች ሳይሆኑ አንዳንድ ውሳኔ ሠጪዎችን ለማስደሰት በማለት ብቻ የሚያደርገው ነው፡፡					
11	በቂ የሆነ በጀት ሥለማይመደብለት በቂና አጥጋቢ የሆነ ጥናት ለማካሄድ ይቸገራል፡፡					
12	ትክክለኛ፣ እውነተኛ፣ ወቅታዊና የተሟላ መረጃ ለማግኘት ሥለሚያደግጉ ጠቃሚ ወይም የተሟላ የገበያ ጥናት ለማድረግ ይቸገራል፡፡					
13	ተዛማጅ ወይም ለውሳኔ አሠጣጥ የሚረዳ ጠቃሚ የገበያ ጥናት አያደርግም፡፡ ጥናቱ ጥራት ያንሰዋል፡፡					
14	ሌሎች ካሉ _____					

11. ገበያን በሚመለከት በውሳኔ ሠጪዎች (የገበያ ጥናት ውጤት መጠቀም የሚገባቸው አካላት) በምን ዓይነት ሁኔታ እና ምን ዓይነት የጥናት ችግሮችን በመቅረፍ የገበያ ጥናት ውጤቶችን ተጠቅመው አግባብ ያለውና ትክክለኛ የሆነ፤ የድርጅቱን እድገትና ትርፋማነት የሚረዳ ውሳኔ መስጠት እንደሚችሉ የሚያስረዳ አስተያየትዎን ከዚህ ቀጥለው ያጉሩ፡፡ (ይህ አስተያየትዎ ለጥናቱ በጣም አስፈላጊ ስለሚሆን እባክዎን አስተያየት በመስጠት ይተባበሩኝ፡፡) ከጀርባ ማስፈር ይችላሉ፡፡

Statement

Herewith I state the project, my original work, has not been presented for a degree in any other university or for other purpose and that all sources of material used for the project have been duly acknowledged.

Bezabih Bekele

Name of Candidate

Bezabih B.

Signature

Feb 17, 2004

Date

Herewith I state that the project, an original work that I have supervise, has not been presented for a degree in any other university or for other purpose and that all sources of material used for the project have been duly acknowledged.

Dr. Gurmeet Singh

Name of the Research Supervisor

Gurmeet Singh

Signature

19-02-04

Date

Addis Ababa University
Addis Ababa, Ethiopia