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**EFFECT OF EXTENDED MARKETING MIX AND CORPORATE IMAGE
ON CUSTOMER ATTRACTION:**

**CASE ON ETHIOPIAN SHIPPING AND LOGISTICS SERVICE
ENTERPRISE FREIGHT FORWARDING SUB SECTOR**

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTEMENT OF MARKETING MANAGEMENT**

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTERS IN
MARKETING MANAGEMENT**

BY

HENOK HAILU PERRO

ADVISOR: RAKISHIT NEGI (PhD)

**MAY, 2016
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List of Abbreviations

ANOVA	Analysis of variance
BA	Bachelor degree in Art
BS	Buyer SUPPLIER Relation ship
CA	Customer attraction
CEO	Chief executive officer
CLRM	Classical linear regression model
DF	Standard deviation
EMM	Extended Marketing Mix
ERCA	Ethiopian Revenue and Custom Authority
ESLSE	Ethiopian Shipping Logistics Service Enterprise
MA	Master's degree in art
MTO	Multi modal operator
SAD	Single administrative document
SET	Social Exchange Theory
SPSS	Statistical package for social sciences

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Abstract

Customer attraction is a key element in modern competitive markets to remain in the market and be able to make profits. Factors that affect customer attraction have critical importance.

The main objective of this paper is to assess the effect of extended marketing mix (Fully on the 3ps; people, process and physical evidence) and corporate image on customer attraction: case on Ethiopian shipping and logistics service enterprise freight forwarding sector, regression use of data of ERCA only on export facilities of three items (coffee, oilseed and spices) by taking eleven years consecutive data from 2005 to 2015 GC. Four variables (people, process, physical evidence and corporate image) that affect customers' attraction were selected to analyze. The present study is a vivid survey one. It aims to explore the effect of extended marketing mix components and corporate image in terms of customers and some employee perspective of Ethiopian shipping and logistics service enterprise. Four hypotheses were developed. The population was customers and some employee of Ethiopian shipping and logistics service enterprise and a self-administrated 100 questionnaires was disseminated to collect data. Reliability was confirmed by cronbach'salpha. Data analysis was based on correlation and regression analyses with SPSS software. The results indicated that of the extended marketing mix element people have positive and statistically significant impacts on attraction, while physical evidence and corporate image had positive and statistically insignificant impact, and finally process had negative and statically insignificant impact. This leads the student researcher to conclude in the last section that Ethiopian shipping and logistics service enterprise should improve process and physical evidence targeting element dimension through the increasing availability of sufficient and modern facilities equipment to enhance dependability. Finally, people are the key driver of customer attraction indeed focusing and engineering the institution and alongside with people in corporate image could enhance ESLSE better to attract customers.

Key Words; *Customer attraction, extended marketing mix and corporate image*

CHAPTER ONE

INTRODUCTION

The efficient flow of international trade relies on a range of skilled service providers working together effectively, including shipping lines, port terminal operators, customs officials, operators of off-dock container yards, land transport agents, and clearing and forwarding (C&F) agents. The relatively low quality of international trade logistics in the East African Community (EAC) as it exists today, however, limits the potential for growth in trade, which in turn limits the potential for economic growth and development to take place throughout the region. For this reason, the reform of international trade logistics, and in particular the quality of services offered by the various market actors, can yield important economic gains throughout the region. Inefficient and low quality services offered by some C&F agents, who are supposed to act as representatives of the importer, can have a negative effect throughout the logistics chain, hindering the flow of international trade. Customers are becoming more educated and demanded not only quality products but also high levels of services to a company them. Service organization; therefore, need to adapt to customers' views on services in order to examine whether the services they provide are perceived by customers as good than those provided by other service providers (Kasper et al., 1999). This chapter presents; background of the Study, background of the enterprise, operational definitions of key terms, a statement of the problem, research questions, objective of the study, the significance of the study, the scope of the study, limitation of the study and an organization of the study.

1.1 Background of the Study

The way organizations attract customers play an important role for the benefit of both the organization and customers. As customers are the main stakeholders of the organization, attracting customer with needed information is very fundamental. Hald et al., (2009), labels "attraction" as the force that pushes the buyer and supplier together in a dyadic relationship.

Several previous studies were conducted in the area of financial institutions, arrive more or less the same findings; no doubt about the function of all extended marketing mix elements to customer attraction, but prioritize differently. Both F atemeh et al., (2015), and Vinita K aura (2013), Attraction can be attained through a positive response of people's factor then the process faster, and finally to physical evidence. Nahid Aqrobaee et al., (2014) put the order as Process, people and physical evidence, and finally M ika B erglund and et al., (2008), services cape, people, and process. Zeithaml et al., (2013), service marketing mix is an organization controls that can be used to satisfy or communicate with customers. People can be an important source of differentiation as well as a competitive advantage (Lovelock et al., 2007; Raj et al., 2014). Physical environment refers to tangible cues (Zeithaml et al., 2006) and Process is the architecture of services (Amin et al., 2013). Corporate image has been described as the overall impression made on the minds of the public about a firm (Kotler & Armstrong, 2010). Clearing and forwarding agents act as intermediaries in transactions between shippers and suppliers of logistics services, and are required by customs to represent the owner in the procedures for clearing cargo over international borders. In the EAC, the common practice is for C&F agents to perform not only customs clearance but also conduct freight forwarding work, and where appropriate, provide specialized logistics services. However, the license required for C &F agents, which is required for an agent to act as a customs broker, is usually granted to a firm, rather than to an individual. Currently, a logistics firm must employ at least one person who is licensed as a C&F agent in order to perform customs brokerage services. In the past, the function of the license-holder would sometimes be to provide access to individual customs officers and to facilitate informal payments. This is no longer the case, although these bad practices persist to a certain extent among small firms and individual agents. The international trade logistics industry in East Africa is characterized by vertical segmentation, in which large firms that supply logistics services take the largest clients, and the small logistics firms are limited to dealing with small clients. Due to this segmentation, different sized logistics firms offer different sets of services to their clients. Small logistics firms oftentimes limit their participation to arranging transport, and individual agents, called "suitcase" forwarders, sometimes only handle a few shipments per year on an informal basis. On the other hand, larger logistics firms offer a variety of logistics services which can include warehousing, consolidation, packaging, goods inspection, and import/export advisory services. They can also offer multimodal services in which they consolidate loads and act as the shipper of record with a house bill of lading, in the process forming partnerships with

overseas service providers. According to Ethiopian revenue and custom authority yearly report on freight clearing and forwarding performance, ESLSE freight forwarding service sector figure demonstrates an astonishing decline, this implies there is customer lose rate and decline in market share. (Refer the below table) The study main concern was to examine the effect of extended marketing mix element: Fully on the 3ps;(people, process and physical evidence) and corporate image: case on Ethiopian shipping and logistics service enterprise freight forwarding sector; the researcher eager to know as to what extent the mix element principal to attract customer to construct business relationships.

Table 1: Exported item data

YEARS	Countrywide Export Performance	ESLSE, Freight clearing and forwarding performance		Total number of customers in ESLSE
	VOLUME IN TON	VOLUME IN TON	%	
	TOTAL	TOTAL		
2005	307,907.05	121,338.26	39.41%	312
2006	416,473.71	197,182.83	47.35%	302
2007	424,970.19	171,281.02	40.30%	296
2008	338,384.99	207,027.92	61.18%	308
2009	437,544.29	116,875.28	26.71%	264
2010	487,002.77	128780.01	26.44%	251
2011	463,108.94	122119.29	26.37%	247
2012	554,035.57	138343.66	24.97%	214
2013	507,196.76	123297.15	24.31%	202
2014	524,445.02	125079.19	23.85%	191
2015	522,432.91	122631.79	23.47%	179

Table 1, Exported item data
Source: reports compiled from ERCA and ESLSE.
ERCA: Ethiopian revenue and custom authority.
ESLSE:Ethiopian Shipping and Logistics Service Enterprise

(Source: ERCA Report, 2015)

1.2 Background of the Enterprise

This newly amalgamated enterprise came into being following the issuance of Regulation by the Council of Ministers (Regulation No. 255/2011), and is vested with the huge responsibility of rendering sea transport & logistics services to the country's importers, exporters, and investors in a more effective and efficient way, by reducing transit time, cost and handoffs. The enterprise has four sectors led by the four deputy CEOs, namely:

- 1.1 Shipping Sector,
- 1.2 Freight Forwarding Sector,
- 1.3 Port & Terminal sector, and
- 1.4 Corporate Services Sector

The Ethiopian Shipping and Logistics Service Enterprise freight forwarding sector renders agency services for importers and exporters by performing customs and other formalities of sea cages. It prepares notification for importers and facilitates flow and recollection of containers to and from the port. It also provides booking and canvassing services for the huge amount of Ethiopian export goods defined in various parts of the world. The Freight Forwarding Sector is mainly concerned with multimodal and uni-modal service provisions of import and export cargoes.

- Multimodal transport service: Essentially, this is a door-to-door cargo service with SAD (single administrative document) from the point of origin to the point of destination. In ESL's case, the cargoes are shipped all the way from the port of their origin via Djibouti port and finally to Modjo Dry Port as well as other inland ports. Therefore, ESLSE as an official Multimodal Operator /MTO/, takes all possible care to the cargo under its custody, as of the time the shipment is confirmed and ordered.
- Unimodal transport service: By contrast, involves one mode of transportation, i.e. sea, rail or road, or air freight of cargo. Here services are disintegrated, with many operators and agreements involved. In ESLSE's case, the unimodal service ends at the port of Djibouti, after which the consignee would choose his/her transmitter and/or transporter and enter an agreement with to receive cargo in the hinterland of the country.
- Customs and port clearing: Introducing time saving and reliable documentation process, ESLSE accomplishes, with utmost care, port and customs formalities and enable imported/exported cargoes to arrive at the appropriate destination.

The main concern of this study is a Freight Forwarding Sector of ESLSE especially exports facilitation. ESLSE is the only licensed Ethiopian company working in Djibouti in competition with several foreign companies.

Source: (Ethiopian Shipping and Logistics Services Enterprise profile and Negarite Gazeta proclamation number 255/2011).

1.3 Statement of the Problem

To build a relationship there needs to be attractive. Held et al. (2009), labels the force that pushes the buyer and supplier together in a dyadic relationship. Obviously, customer attraction is one of the most important activities of any profit or nonprofit making organization. Customers are the source of profits to be earned by a profit making organization and the primary reason for being in the operation of profit or non-profit organizations. Thus, customers are the backbone and the lifeline of organizations. 'Often it is said that without customers there is no business' Dwyer, et al (1987).

Report attested Ethiopian total export volume show increment from time to time, whereas freight forwarding sub sector of ESLSE *decline its market* as well as *customers acceptance*; assuming that it is one of trade facilitator in the country. ESLSE is *truly striving hard* to control *customer reluctant to work with* and *declining its market share*.

The *rationale* why conducting this study:

- To know customers fact of refusal and
- To examine the concrete effect of extended marketing mix element and corporate image in customer attraction.

The grounds for study are existence of customer unwilling to work with ESLSE and a decline in market share in addition, there is no ample study in the theme of the extended marketing mix extended marketing mix (Fully on the 3ps; people, process and physical evidence) and corporate image on customer attraction: case on Ethiopian shipping and logistics service enterprise freight forwarding sector.

1.4 Research Questions

- How customer attraction affected by the process of the organization?
- How customer attraction affected by the people (staff) who directly interact with customers?
- How customer attraction affected by the physical evidence of the organization?
- Which extended marketing mix elements are most important to attract customers to being business partners' with the enterprise?
- How customer attraction affected by the corporate image of the organization?

1.5 Objective of the Study

1.5.1 General objective

- The major objective of this study is to examine the effect of extended marketing mix elements and corporate image in determining customer attraction in the context ESLSE.

1.5.2 Specific objective:

- To examine how customer attraction affected by the process factor of the organization
- To examine how customer attraction affected by the people factor of the organization
- To examine how customer attraction affected by the physical evidence factor of the organization
- To examine the most important extended marketing mix element that attracts customers to being business partners' with the enterprise
- To examine how customer attraction affected by the corporate image factor of the organization

1.6 Operational definitions of key terms

- Customer attraction: Hald et al., (2009), labels the force that pushes the buyer and supplier together in a dyadic relationship as “attraction”
- Marketing mixes: According to Zeithaml, Bitner and Gremler (2013) extended marketing mix is defined the elements an organization controls that can be used to satisfy or communicate with customers.
- Corporate image: has been described as the overall impression made on the minds of the public about a firm (Kotler& Armstrong, 2010).

- Freight Forwarding: Regulation No. 37/ 1998 defines Freight Forwarding as; the representation of a consignor or consignee locally or internationally in fulfilling customs, port and other facilities import and export cargo at port and includes the transportation and delivery of same.

1.7 Significance of the Study

The output of the study results in the implication on the effect of extended marketing mix in relation with corporate images in customer attraction of ESLSE.

- It provides information about effect of extended marketing mix elements in the ESLSE freight forwarding service, and
- The finding of the study may initiate other interested researchers to undertake a better and detailed study in the area.

1.8 Scope of the Study

The research was limited to examine the effect of extended marketing mix (Fully on the 3ps; people, process and physical evidence) and corporate image on customer attraction: case on Ethiopian shipping and logistics service enterprise freight forwarding sector, only on export facilities of Three exported items (coffee, oilseed and spices), by taking Eleven years consecutive data from 2005 up to 2015 G.C. Data comes from Ethiopian revenue and custom authority and ESLSE, which shows overall export performance of transit agency. The study would be carried out in Ethiopian shipping and logistics service enterprise head office located at Addis Ababa.

1.9 Organization of the Study

The study has five chapters. The first chapter consists of the problem and its approach which contains the background of the study, background of the Enterprise, Statement of the problem, objective of the study, the significance of the study, the scope of the study. Chapter two is literature reviews. Chapter three deals with the methodology applied in the study. Sampling techniques and size, data collection method and data analysis mechanisms, chapter four is an analysis and final findings, conclusion and recommendations part that deals with what to do with regard to the subject matter under study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents the theoretical framework, empirical review, and conceptual framework and hypotheses.

2.1 Theoretical Framework

A theoretical framework consists of concepts and, together with their definitions and reference to relevant scholarly literature, existing theory that is used for study.

2.1.1 Meaning of Customer attraction

As attraction is a multidimensional construct; different authors interpret and understand the attraction in slightly different ways. Additionally, other terms describing the same phenomenon, such as ‘interesting customer’ Christiansen & Maltz, (2002), have been used and concepts such as ‘reverse marketing’ and ‘preferred customer’ Schiele, (2011), have close links to customer attractiveness. Nevertheless, empirical studies of attraction have remained quite scarce. Harris et al., (2003) define attraction in professional services “as the extent to which relational partners perceive past, current, future or potential partners as professionally appealing in terms of their ability to provide superior economic benefits, access to important resources and social compatibility”.

2.1.2 Customer attraction concepts

Attraction as a construct originates from interpersonal relationships. However, the core explanatory mechanism of the social exchange theory revolves around the relational interdependence that develops over time through the interactions of the resource exchange partners; thus, this theory is particularly suited to a business to business context, Schiele, et al., (2012). Social exchange theory suggests that attraction always precedes non-contractual, voluntary, reciprocal effort, and that mutual attraction creates a situation in which both relationship partners make voluntary contributions to reciprocate and remain attractive in each other's eyes.

2.1.3 Theoretical foundation attraction

A) Attraction in Social exchange theory

The exchange may involve both social and economic outcomes. These outcomes are compared to other exchange alternatives. Positive outcomes, increase trust and commitment, and over time, norms develop that govern the relationship Lambe, et al., (2001). The unit of analysis in social exchange theory is the relationship between actors. The actors who engage in the exchange can be either individuals or corporate groups acting as single units. Social exchange theory adopts the norm of reciprocity, which proposes that people who give a great deal to others try to receive a great deal from them and that people who receive a great deal from others are pressured to give a great deal to them.

B) Attraction in Buyer-supplier relationships

The attraction has been explored from both the buyers' and suppliers' perspectives. Ellegaard and Ritter (2007) argue that attractiveness included two separate perspectives: the attractiveness of the buyer as perceived by the supplier (defined as buyer attractiveness), and the attractiveness of the supplier as perceived by the buyer (defined as supplier attractiveness). These two perspectives are theoretically independent but may be highly correlated with each other Ellegaard & Ritter, (2007). Many previous studies have suggested that the purpose of being attractive is to improve the ability to manage value creation in the relationship and, to guarantee allocation of resources and to increase commitment Mortensen, (2012). Christiansen and Maltz (2002) demonstrate the need to be an interesting customer to secure satisfactory performance. If firms cannot manage their supplier relationships through their business opportunities because of the limited business that they offer (for instance, in a relationship between a small customer and larger supplier), they must be attractive customers to influence their suppliers. The attraction has been described as a dynamic concept. Ellegaard et al. (2003) argue that buyer supplier attraction changes over time. Customer attractiveness is anticipatory and value focused La Rocca et al., (2012), Schiele et al., (2012). Although attempts to define and conceptualize buyer-supplier attraction can be found, there is no generally accepted definition, and the concept has different interpretations. However, there is an agreement that attraction is a matter of expected economic and social reward cost outcomes from a relationship over time, La Rocca et al., (2012).

2.2 Extended marketing mix

The extended marketing mix is, as the name suggests, an extension of the marketing mix which was traditionally for products. The 4P's are also known as a product marketing mix. As services came more into the picture it was seen that the 4p's could not justify the marketing mix. There are 3 more elements which are necessary to actually explain the marketing of services. The traditional marketing mix components have been found to be too limited in their application of services. The three new components address the uniqueness of three of the service characteristics. The additional components of the service mix can be fully controlled by the service organization and play a vital role in ensuring that marketing is customer focused, not product focused (Irons, 1997).

i) People

A service is a performance and it is usually difficult to separate the performance from the people, Shanker, (2002). The way the service is delivered by the people can be an important source of differentiation as well as a competitive advantage (Lovelock et al., 2007; Raj et al., 2014). Personnel are a main component in providing services (P. Dargi, 2009). These are the reasons why the 'People' element forms such an important part of the 7 Ps of the services marketing mix, Zeithaml et al., (2008). The idea is to have people an insight identical with that of top management into company goals and the need to realize this. While training is undertaken, many dimensions of top management's perspectives are to be shared with people in order for them to be highly productive.

ii) Process

Defined as the extent to which a service organization has set a customer oriented and systematic procedures for a successful service delivery process. The process dimension refers to the actual procedures, mechanisms and flow of activities by which the offering is delivered Verma, 2000. A customer focused process should be simple and efficient that on the one hand facilitates employees to deliver efficiently and on the other enables customers to feel that their decision of buying the service has been correct. That enables customers to simplify their purchase process for the future and helps retain their business customers. Christopher Lovelock and Lauren Wright (2001); Creating and delivering product elements to customers require the design and implementation of effective processes. A process describes the method and sequence in which

service operating systems work. Badly designed processes are likely to annoy customers because of slow, bureaucratic, and ineffective service delivery.

iii) Physical Evidence

Physical evidence provides service organizations with excellent opportunities to send strong, consistent, and positive messages regarding the nature of service offerings to customers. According to Turley and Milliman, (2000), the several categorization of the concept demonstrates the wide variety of areas and the fields the term has been used or applied. Physical environment refers to tangible cues, including quality service (Zeithaml et al., 2006). By improving the procedure of providing services to customers, cooperatives can pave the ground for consumers' convenience, which leads into repurchase and, finally, sales increase. Physical assets refer to the environment and facilities needed by companies to provide services to their customers (A. Rusta, D. Venus and A. Ebrahimi, 2005).

2.2.1 Definition of service

Zeithaml et al., (2009), claim that in the simplest term services are deeds, processes, and performances. Their broader definition states that services include all economic activities whose output is not a physical product, is generally consumed at the time it is produced, and provides added value in forms that are essentially intangible concerns of the customer.

2.2.2 Characteristics of service

Inherent differences that exist between goods and services result in unique management challenges for service organizations (Zeithaml et al., (2009), Services possess four unique characteristics; namely intangibility, perishability, inseparability, variability, and lack of ownership, that differentiate them from goods. These characteristics create distinctive challenges for service marketers in attracting new customers, and keeping existing customers.

I) Intangibility

Services are characterized by the intangibility because they lack physical properties that can be sensed and so they cannot be evaluated before the purchase. Although the concept of intangibility is sometimes useful, it cannot be universally applied to all services during all stages of the service delivery (Lovelock and Gummesson, 2004). Define as the lack of tangible assets which can't see, touch or smell prior to acquire (Kurtz and Clow, 1998). However, services vary in the degree to which they are intangible and most services include some kind of tangible element.

II) Perish ability

Perish ability is a characteristic of services, meaning that they cannot be inventoried for future use and that they should be consumed when they are produced. However, there are important exceptions to this characteristic of services. Services could also be inventoried - in machines and buildings (Lovelock and Gummesson, 2004). The automated teller machine is a store of cash.

The hotel building is a store of rooms while the restaurant building is a store of tables. These could be stored before purchase or consumption. However, they cannot be stored after production. Services could also be inventoried in knowledge and people (Lovelock and Gummesson, 2004). Educational service is an example of this. Students store the knowledge they gained in university for life. Some information-based services could be inventoried in systems. These are educational, entertainment, information, and religious services (Lovelock and Gummesson, 2004). Perish ability is the inability of a service to be inventoried or stored (Kurtz and Clow, 1998). This characteristic is of major concern to service marketers because it inevitably leads to supply and demand problems. The capacity lost in services can never be regained and to equalize supply and demand is a difficult task.

III) Inseparability

Inseparability involves the simultaneous production and consumption which characterizes most services. For a long time inseparability has been considered one of the most defining characteristics of services (Keh and Pang, 2010). However, despite the claim that the production and consumption of services are inseparable processes, there are a lot of services whose production and consumption are not simultaneous. They do not require the presence and the participation of the customer in the service development process (Lovelock and Gummesson, 2004). Such services are freight transportation, warehousing, laundry, cleaning, landscaping, and repair or maintenance of equipment and facilities. These services are performed in the customer's absence as by purchasing them customers avoid on purpose performing or being involved in such tasks. They are willing to pay money to save time and effort and to have a specialist do the task better than they would (Lovelock and Gummesson, 2004). These services are deliberately separated and are produced only in the absence of customers. They are performed either at a different location or sometimes they are scheduled when the customer is not around. Although there may be some initial collaboration between the customer and the service provider when placing the order and paying, the customer is not involved in the production process. Leaving an item or giving instructions to the service provider does not involve participation of the customer in the actual production of the service. Moreover, consumption of the benefits of these services can only appear sometime after production has been completed. In some cases, consumption of benefits actually precedes production (Lovelock and Gummesson, 2004). Inseparability refers to the simultaneous production and consumption of a service (Kurtz and Clow, 1998), thus it is often difficult to separate the service provider from the service performance.

IV) Inconsistency (Variability)

Services are considered heterogeneous mainly because it is difficult to achieve uniform output, especially in labor-intensive services. There is a challenge of establishing standards when there is a variability in behavior and performance among service workers, and even among the same worker with different customers and from day to day. However, this is not the case in machine-intensive services in comparison to labor-intensive services, as the use of equipment and technology eliminates physical factors that cause variations.

The use of reliable equipment and technology rather than human labor makes it possible to achieve high degrees of reliability and standardization (Jobber, 2007). Improvements in service quality and automation help in achieving homogeneity in the delivery of services such as freight transportation, house painting, oil changing for cars, dry cleaning of clothes, and warehousing of standardized parts (Lovelock and Gummesson, 2004).

2.2.3 The services marketing triangle

The triangle shows the three interlinked groups that work together to develop, promote, and deliver services. The three points of the service triangle represent the organization, the customers, and the employees. Between each of the three points of the triangle different marketing processes such as external marketing, interactive marketing and internal marketing must be successfully carried out for service processes to succeed and to build and maintain relationships with the internal and external customers.

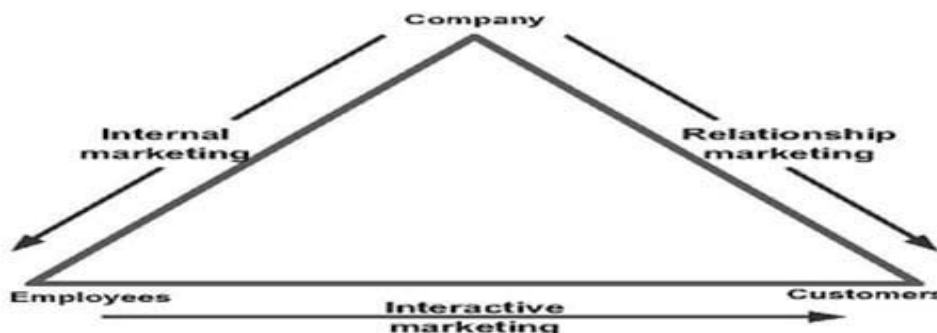


Figure 1; service triangle (Source: Zeithaml, V.A. and Bitner, M.J. 2000 Services Marketing: integrating customer focus across the firm. 2nd Edition. New York: McGraw-Hill).

I) External marketing

External marketing: promotional efforts aimed at potential customers and guests (creating a promise between the organization and the guest), (Morrison, 2010).

The link between an organization and its customers, it represents the promises which organizations make to their customers with reference to products or services they offer (Kasper et al., 1999).

II) Interactive marketing

Interactive marketing: direct exchanges between employees and guests (delivering the promise), (Morrison, 2010). The interactive marketing process is about keeping the promises made by the organization to the customer; it is the actual contact between the service employees and the customers and is called the "moment of truth" or service encounter, (Kasper et al., 1999).

III) Internal marketing

Internal marketing: training, culture, and internal communications (enabling employees to deliver on the promise), (Morrison, 2010). According to Gronroos (2001) the meaning of internal marketing is that the management in a hierarchical organization has to develop, from the top, motivated and customer-conscious employees. The marketing process that enables service marketers to deliver promises to customers is called internal marketing. Through internal marketing, the organization reveals that it consists of individuals and departments who are considered to be each other's customers (Kasper et al., 1999).

2.3 Corporate image

Corporate image has been described as the overall impression made on the minds of the public about a firm (Kotler & Armstrong, 2010). Kim and Lee (2010) described corporate image as the perception of an organization that customers hold in their memories, because it works as a filter through which a company's whole operation is perceived and it reflects a company's overall reputation and prestige. According to Rayner (2003), corporate image confers clear-cut advantages and privileges on companies. It proves difficult to imitate, at the same time, it creates responsibilities. Whereas, the obligations that managers and the organization owe must meet the personal standards of the employees, the quality standards of customers, the ethical standards of the community and the profitability standards of the investors.

2.4 Empirical Review

Empirical evidence is information acquired by observation or experimentation. Several previous researches were conducting on the area of financial institutions;

Nahid Aqrobaee et al., (2014), try to conclude that no doubt about the importance of all marketing mix elements: as the researcher suggests that the use of modern technologies eliminate cumbersome processes that have led to a slowdown in services, which has been identified Process as the most influential factor, "The use of new technologies" and "improve the speed of service" of the greatest importance and impact on their preferred customers. At the same time employees of direct personal interaction between customers and service staff of an institution depends due to these factors also would be invaluable.

Finally In the area of physical evidence, although the lowest ranking among the variables influencing the customers attraction, but according to the categories you can choose to share their direct impact on the Customer prefers service provider and hence cannot be compared to the trivial. About personnel's mixtures, it is suggested that managers provide motivation by investing on human sources and educating them; they can pay attention to personnel's job future and welfare to make them more loyal.

They should pay attention to sufficient amount of salary to reduce anxious amount of personnel and increase politeness level of them. Moreover, managers should evaluate and control all physical equipment, methods and processes by regular and systemic methods, and regarding systemic feedbacks modify errors and methods. They should rebuild and redecorate interior design specifically order branches; moreover, they should allocate a small place for parking vehicles.

Fatemeh et al., (2015), research findings shows, people, process and physical evidence have a direct impact on attracting customer. Utilizing advanced facilities can lead to easy, rapid, and convenient service delivery followed by developed services; further, customers make sure that the service is properly delivered. It is suggested to use computerized and electronic distribution systems, as much as possible, in service delivery. It is better to avoid customers' physical appearance. The process of working is important to customers; thus, it is necessary to review current processes in order to remove unnecessary steps and facilitate the process of service operations. Investing on human resources and offering required trainings to attract and maintain customers as 'primary sources, is extremely critical and essential. Therefore, organizations achieve this purpose by holding marketing and sale workshops, especially direct (physical) sale for personnel.

Vinita Kaura (2013), extended extended marketing mix elements revolve around customers. Differentiating the services from competitors is the principal requirement of every service organization. Knowing customers' perceptions regarding services offered to them would help to know their feeling about extended marketing mix and relationship of these factors with attraction and satisfaction would help marketers to decide marketing strategies for their customers.

Mika Berglund et al., (2008), Finding revealed that the physical environment affects the customer's choice to stay and explore, spend money, and general attraction to the service provider. In order to create a positive customer experience, their requirements and needs on the physical environment have to be fulfilled.

The research finding indicates that it is a mean to achieve competitive advantage, and thus attracting new prospective clients, meanwhile it state that the perceived service quality can be enhanced through a positive response of the services cape.

There is a significant effect for physical evidence on attracting customers and retaining them in companies. this due to the significance of physical evidence in achieving the needed level of quality through choosing the needed equipment and tools to produce and provided service that contributes in creating the company's character.

There is a significant effect for services providers on attracting customers and retaining them in companies. This can be due to fact that service providers understand well customers motivations, their costs and profits. This can lead to improve the performance of companies. There is a significant effect for process of services providing on attracting customers and retaining them in companies. This due to the efficiency of marketing mix in providing distinguished programs and techniques that help in decreasing costs, increasing inwards, and improving the customers value then increasing their satisfaction and retaining it.

Sarif Mohammad Khan and Mohua Roy (2015), the study has found that customers have positive relation with the process, physical evidence and their perception. If the product variety with new category appears, process become easier and hassle free, the customers will be more satisfied but the result of the study shows that there is not any significant relationship with the people. They are neither satisfied nor dissatisfied with the change. The employees are also not any factor for them to change their perception.

People; Based on Ahmad Rifai (2014); the regression calculation shows that people didn't have significant effect customer perception, the research discovery has level of agreed but didn't give significant effect, however According to the research result both Physical evidence and process have significant effect to perception.

Hameed Abdulnabi et al., (2014), a result shows that there is a relationship between people and competitive advantage that provide excellent services to meet their needs and desires of customer. And also both Physical evidence and process have direct relationship to competitive advantage; furniture is attractive and provide, psychological and comfort and the point which talking about the booking and payment are attracts attention.

Hani Al-Dmour1 et al., (2013), Research findings indicate that there is a statistical significant relationship between SMM and customer attraction and the result showed that the process, physical evidence, and people respectively, element was the most influential, also indicate that there is a relationship between SMM and image and it showed that process element was the most influential one on image. Physical in order, however, the people element was found insignificant.

Mustafa Karadeniz, Nav. Cdr. (2009), corporate identity and corporate image are very important on creating positive significance at view of consumers in marketing management. It is needed to put forward customer attraction in order to create a powerful and efficient corporate identity and corporate image. So the opinion that the customer is the king should be in the fore front. The

reality that corporate identity and corporate image importantly affect the purchasing behavior of the customers should never be forgotten. The corporations must keep their brands strong, create significance and have a strong corporate identity and corporate image in the globalizing world of today in order to get over their rival firms and to be one step forward. Allison et al., (2004), corporate image having a significant impact on core service and customer perceptions. Corporate image was found to have only a marginally significant direct influence on customer perceptions, though the total effects of corporate image (both direct and indirect) on customer perceptions are much more substantial.

Researches find out that there are homogeneous areas influencing the concept of corporate image and indirectly affecting the competitive advantage. Corporate identity was identified as one of the powerful criteria affecting the corporate image. It was evaluated that corporate identity has first perception creation during interaction. Logo, name, distinctive features and qualities of advertising were acknowledged as sustainable parts of corporate identity.

Reputation is the second dimension of the corporate image discussed by the research. Reliability and credibility were discussed to find out if reputation requirements are obtained by the institutions. Third and one of the crucial parts of the corporate image is represented through the idea of corporate quality. Research noted factors affecting the corporate quality, they are as follows: access to services, services offered, personal contact systems, security and operating procedures. To conclude it is possible to argue that corporate identity and physical quality have first perception creation power on customers during interaction.

From the literature reviewed, Both Fatemeh et al., (2015), and Vinita Kaura (2013), Attraction can be attained through a positive response of People factor then to the process factor, and finally to physical evidence.

Nahid Aqrobaee et al., (2014).put the order as Process, people and physical evidence, and finally Mika Berglund and et al, (2008), services cape, people, and process. Different Researchers find out that, there are homogeneous areas influencing the concept of corporate image and indirectly affecting the competitive advantage. The gap in the literature review have been identified were almost all study are conducted in the same area, that is more on financial institutions. So scarcity of research works on the topic under study in other researchable area, the finding may initiate other interested researchers to undertake a better and detailed study.

2.5 Conceptual Framework and Hypothesis

2.5.1 Conceptual Framework:

The conceptual framework of the study—the system of concepts, assumptions, expectations, beliefs, and theories that supports and informs the research—is a key part of the design (Miles & Huberman, 1994; Robson, 2011). By and large the research strives to deal with attempts to find and present the relationship between concepts of customer attraction, extended marketing mix and corporate image in very precise manner.

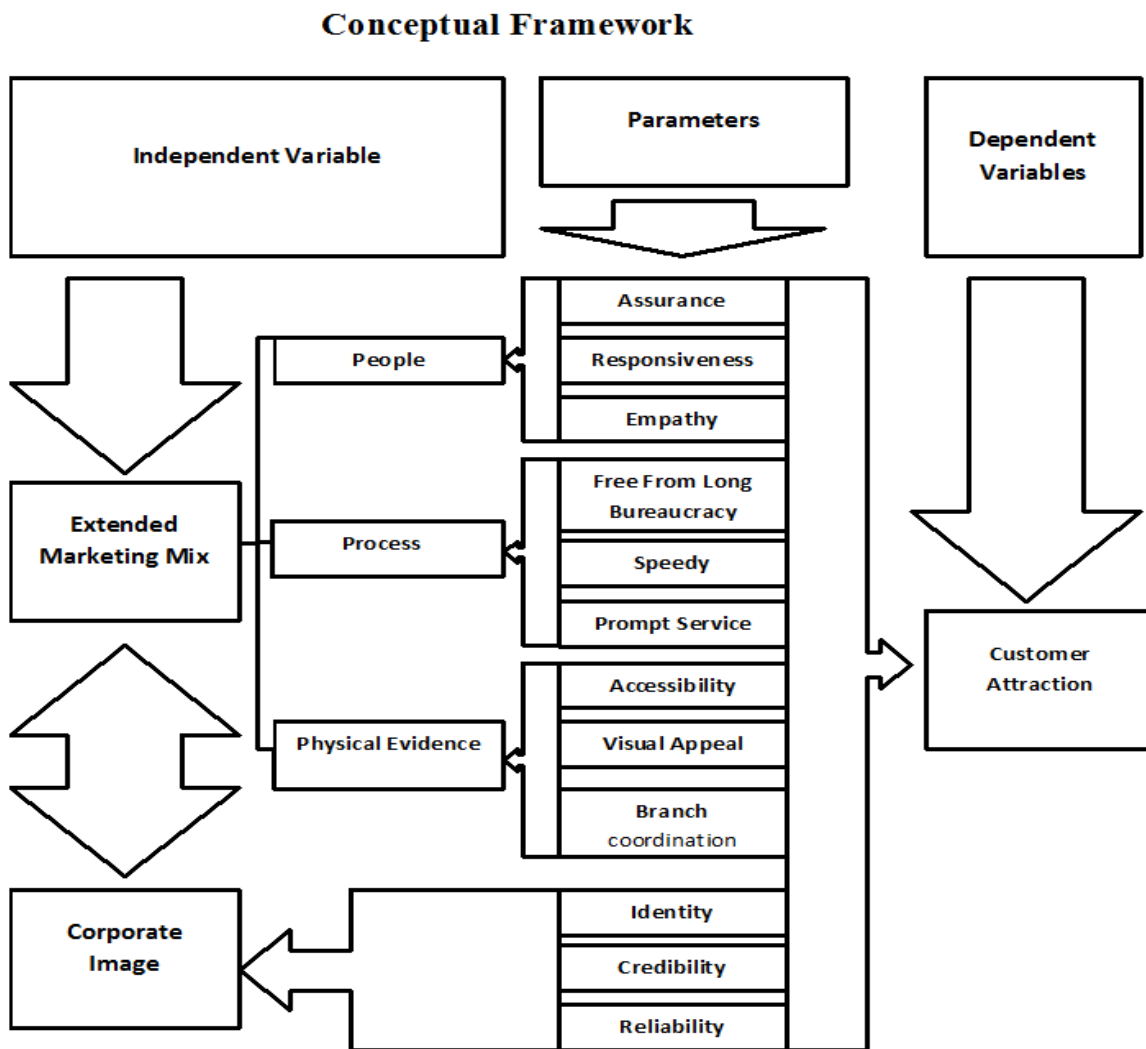


Figure 2: Conceptual Framework

(Source: Tahmoures Hasangholipour, et al., 2014)

2.5.2 Research hypothesis

A hypothesis can be testing a concept or it can be developed as a result of study: A testing hypothesis is one that can be tested, meaning, can measure both what is being done (variables) and the outcome. A tested hypothesis is tested with research, such as in a research study in social science.

Research hypothesis are as follows:

H1: People have a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service.

H2: Process has a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service.

H3: Physical evidence has a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service.

H4: Corporate image have a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service.

Parameters or viewpoints are:

H1: people; assurance, responsiveness and empathy.

H2: process; free from long bureaucracy, speedy and prompt service.

H3: physical evidence; accessibility, visual appealing and branch coordination.

H4: corporate image; identity, creditability (trust & like) and reliability (promise keeping).

The analysis takes into consideration the conceptualization of customer attraction as level of aggregation is carried out by means of the following model:

$$CAL = \beta_0 + \beta_1 \text{ extended marketing mix elements} + \beta_2 \text{ corporate image} + e$$

$$CAL = \beta_0 + \beta_{11} \text{ people} + \beta_{12} \text{ process} + \beta_{13} \text{ physical evidence} + \beta_{21} \text{ reliability} + \beta_{22} \text{ Credibility} + \beta_{23} \text{ identity} + \text{error}$$

Where: CAL is the customer attraction.

β is the coefficient.

e.....sampling error

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

INTRODUCTION

This chapter gives an overview of the research approach would adopt in the thesis. It further looks at the research methodology and the practical approach would adopt to achieve research objectives. Data would collect using both quantitative and qualitative research methods (mixed): questioners, i nterviews, di rect obs ervation a nd doc ument a nalysis. T he s tudy l ooks a t bot h quantitative and qualitative analysis techniques which would use for analyzing the data.

3.1 Research approach

Pragmatic approach

Pragmatism derives from the work of Peirce, James, Mead, and Dewey (Cherryholmes, 1992). Other writers include Murphy (1990), Patton (1990), and Rorty (1990). There are many forms of this philosophy, but for many, pragmatism as a worldview arises out of actions, situations, and consequences rather than antecedent conditions (as in post positivism). There is a concern with applications—what works—and solutions to problems (Patton, 1990). Instead of focusing on methods, researchers emphasize the research problem and use all approaches available to understand the problem (Rossman & Wilson, 1985). As a philosophical underpinning for mixed methods studies, Morgan (2007), Patton (1990), and Tashakkori and Teddlie (2010) convey its importance for focusing attention on the research problem in social science research and then using pluralistic approaches to derive knowledge about the problem. Using Cherryholmes (1992), Morgan (2007), pragmatism provides a philosophical basis for research.

The study would use deductive research approach. Saunders et al. (2003) noted that the deductive approach works from the more general to the more specific. Sometimes this is informally called a "top-down" approach. The study begins with a theory about topic of interest, and then narrows down that into more specific hypotheses that would be test and finally lead to accept or reject.

3.2 Research method

Mixed research method would use as a research method because it consider both qualitative and quantitative out comes. Crotty (1998) defined research methodology as: The strategy, plan of action, design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes. The choice of the research methodology is influenced by the researcher's theoretical perspective and also his attitude towards the ways in which the data would be used (deductive or inductive approach) (Gray, 2004).

3.3 Research Design

Explanatory sequential mixed methods is one in which the researcher first conducts quantitative research, analyzes the results and then builds on the results to explain them in more detail with qualitative research. It is considered explanatory because the initial quantitative data results are explained further with the qualitative data. It is considered sequential because the initial quantitative phase is followed by the qualitative phase. This type of design is popular in fields with a strong quantitative orientation (hence the project begins with quantitative research), but it presents challenges of identifying the quantitative results to further explore and the unequal sample sizes for each phase of the study. Survey research provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. It includes cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection—with the intent of generalizing from a sample to a population (Fowler, 2008). Case studies are a design of inquiry found in many fields, especially evaluation, in which the researcher develops an in-depth analysis of a case, often a program, event, activity, process, or one or more individuals. Cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time (Stake, 1995; Yin, 2009, 2012). The Research design for the study is explanatory, Analysis of documents would be use to provide answers to the research questions.

3.4 Sampling design

Table 2: Sample design

Population							
Total # of export sector customers in product category on ESLSE	Coffee	Oilseed	Spice	Methods	Total		
	89	60	30	Stratified	80	74	
Total population	179						
Population proportion factor	$89/179 = 0.497$	$60/179 = 0.335$	$30/179 = 0.168$				
Sample proportion for each stratum	40	27	13				
	Randomly selected						
Total sample size of customers	80			100%	92.50%		
Sample representativeness of the population: $80/179=0.4469$, 44.69%, more than 30%.comrey and lee(1992)							
Total # of export sector staffs who have direct contact with the customer	20			Judgmental	20	20	
Total sample size of export sector staffs	20				100%	100%	
					Total	100	94
Sample proportion for each stratum	Representativeness of the sample						
coffee: $89/179(80)=39.77$	Sample/population: $80/179=0.4469$						
oilseed : $60/179(80)=26.81$	Sample representativeness of the population is 44.69%, more than 30%.comrey and lee(1992).						
spice: $30/179(80)=13.4$							

The sample method involves taking a representative selection of the population and using the data collected as research information. A sample is a “subgroup of a population” (Frey et al., 2000). It has also been described as a representative “taste” of a group (Berinstein 2003). Two standard categories of the sampling method exist. These two categories are called probability sampling and non-probability sampling.

Probability sampling is sometimes called random sampling and non-probability sampling is sometimes called non-random sampling. These terms are interchangeable. The choice to use probability or non-probability sampling depends on the goal of the research. When a researcher needs to have a certain level of confidence in the data collection, probability sampling should be used (MacNealy 1999). Probability samples can be “rigorously analyzed to determine possible bias and likely error” (Henry 1990).

Non-probability sampling does not provide this advantage but is useful for researchers “to achieve particular objectives of the research at hand” (Henry 1990). These objectives may allow for selection of the sample acquired by accident, because the sample “knows” the most, or because the sample is the most typical (Fink & Kosecoff 1995). Probability and non-probability sampling have advantages and disadvantages and the use of each is determined by the researcher’s goals in relation to data collection and validity.

Each sampling category includes various methods for the selection process. Probability sampling is defined as having the “distinguishing characteristic that each unit in the population has a known, nonzero probability of being included in the sample” (Henry 1990). There are four types of probability sampling that are standard across disciplines. These four include simple random sampling, systematic random sampling, stratified random sampling, and cluster sampling.

Probability Sampling Methods

Type of Sampling	Selection Strategy
Simple	Each member of the study population has an equal probability of being selected.
Systematic	Each member of the study population is either assembled or listed, a random start is designated, then members of the population are selected at equal intervals
Stratified	Each member of the study population is assigned to a group or stratum, then a simple random sample is selected from each stratum.
Cluster	Each member of the study population is assigned to a group or cluster, then clusters are selected at random and all members of a selected cluster are included in the sample.

(Henry 27)

Figure 3; Probability sampling methods

Non-probability sampling the advantage of non-probability sampling is that it a convenient way for researchers to assemble a sample with little or no cost and/or for those research studies that do not require representativeness of the population (Babbie 2003).

Non-probability sampling is a good method to use when conducting a pilot study, when attempting to question groups who may have sensitivities to the questions being asked and may not want answer those questions honestly, and for those situations when ethical concerns may keep the researcher from speaking to every member of a specific group (Fink 1995). In non-probability sampling, subjective judgments play a specific role (Henry 1990). Researchers must be careful not to generalize results based on non-probability sampling to the general population.

Author	Types of Non-probability Sampling
Babbie	<ul style="list-style-type: none"> - Purposive or judgmental sampling - Quota sampling - Reliance of available subjects (Convenience)
Fink	<ul style="list-style-type: none"> - Convenience - Snowball sampling - Quota sampling - Focus groups
Frey, et al.	<ul style="list-style-type: none"> - Convenience - Volunteer - Purposive - Quota - Network (snowball)
Henry	<ul style="list-style-type: none"> - Convenience samples - Most similar/most dissimilar samples (purposive) - Typical case samples (purposive) - Critical case samples (purposive) - Snowball samples - Quota samples
MacNealy	<ul style="list-style-type: none"> - Convenience sampling - Purposeful sampling - Snowball sampling

Figure 4; non-probability sampling

Would uses stratified sampling techniques. Stratified sampling is a probability sampling technique where dividing the entire population into different subgroups or strata (coffee, oilseed and spice), and then randomly selects the final subjects proportionally from the different strata. Different strata have different sampling fractions.

The precision of this design is highly dependent on the sampling fraction. By categorizing customers based on type of product exported. To select staff respondent Judgmental sampling technique be use because of the number of staff who have direct know how about freight forwarding operations are around 20 in number. The reason to study the staff personnel is to determine the level of how they are professional, experienced, skillful to handle customer in doing a business.

3.5 Sources of Data

Sources of data for the study were both primary and secondary. The primary data have been collected from both employees and customers of ESLSE by using stratified sampling method and purposive sampling method. Secondary data would gather from published and unpublished theoretical literatures, empirical studies and recorded export related documents, reports and books.

3.6 Data Collection Instrument.

Data to be used in the study are primary and secondary. The primary data would be collected using semi structured questionnaire. The questionnaire included the variables which have been identified. The scale of the questionnaire would base on 5 -point Likert's Scale Analysis. Research questionnaire used would adopt from ESLSE employee and customers in order to collect the primary data, questionnaires consisting of all the required variables for the validity and reliability of the research result would be distribute to 100 ESLSE employees and customers. From 100 questionnaires, 20 and 80 would distribute to employees and customers respectively. Mathers N, and et al., (2007), Questionnaires are a very convenient way of collecting useful comparable data from a large number of individuals. However questionnaires can only produce valid and meaningful results if the questions are clear and precise and if they are asked consistently across all respondents. Also, Saunders et al. (2003) indicated that the investigator is not requested to follow a specific order of questions but can vary the order depending on the flow of the conversation. Interestingly, semi-structured interviews give the researcher the opportunity to 'probe' for more detailed information by asking the respondent to give more clarification to his answer.

3.7 Validity and Reliability

3.7.1 Validity

Hammersley (1987) asserted that "an account is valid or true if it represents accurately those features of the phenomena, that it is intended to describe, explain or theories". In so far, validity is concerned with two main issues: whether the instruments used for measurement are accurate and whether they are actually measuring what they want to measure (winter, 2000). Ritchie and Lewis (2003) indicated that the validity of research is conceived as the precision or correctness of the research finding. Arksey and Knight (1999) and winter (2000) identified two different

dimensions to the concept of validity, namely internal and external validity. Internal validity ensures that the researcher investigates what he claims to be investigating. External validity concerned with the extent to which the research findings can be generalized to wider population. According to Yalaw Eindawok (2006) validity can be categorized in four types: face validity, content validity, criterion-related validity and construct validity. Denscombe (1998) added that the use of multi methods for examining one issue corroborates the findings of the research and increases the validity of the data. In terms of the current research, construct validity would achieve by undertaking multiple methods to investigate the problem of the contents from different angles and strengthen the validity of the findings. Would also consider selecting multiple/representative *causal studies* to cover the entire issues related to the study and increase the probability of generalization.

3.7.2 Reliability

Reliability is known as to what extent the research findings can be replicated, if another study is undertaken using the same research methods (Ritchie and Lewis, 2003). they asserted that “the reliability of the findings depends on the likely recurrence of the original data and the way they are interpreted” (Ritchie and Lewis, 2003). According to Kothari, (2004), sound measurement must meet the tests of validity, reliability and practicality. In fact, these are the three major considerations one should use in evaluating a measurement tool. “Validity refers to the extent to which a test measures what we actually wish to measure.

Reliability has to do with the accuracy and precision of a measurement procedure. Therefore, would use cronbach alpha, coefficient alpha reliability test method, the scale of the questionnaire would base on 5 -point Likert’s Scale Analysis, and the researcher briefly take up the relevant details concerning these tests of sound measurement.

Cronbach’s alpha

Cronbach’s alpha was used to examine the reliability of the measurement instrument. For this purpose, questionnaires were distributed and using the data obtained here the reliability coefficient was calculated by Cronbach’s alpha higher than 0.7, the reliability of the questionnaire is satisfactory (Hair et.al. 2006).

Multi co linearity assumption

This assumption is concerned with the relationship exist between explanatory variables. If an independent variable is an exact linear combination of the other independent variables, then we say the model suffers from perfect co linearity, and it cannot be estimated by OLS (Brooks 2008). Multi co linearity condition exists where there is high, but not perfect, correlation between two or more explanatory variables (Cameron and Trivedi 2009; Wooldridge 2006). According to Churchill and Iacobucci (2005), when there is multi co linearity, the amount of information about the effect of explanatory variables on dependent variables decreases.

R-Squared

Also known as coefficient of determination which is a statistical term saying how good one term is at predicting another. The higher the value of R-Square, the better is the prediction of one term from another said by Cameron & Windmeijer (1996).

Descriptive Statistics

Hair et al (2006) argue that correlation coefficient below 0.9 may not cause serious Multi co linearity problem. Malhotra (2007) stated that Multi co linearity problem exists when the correlation coefficient among variables is greater than 0.75. Kennedy (2008) suggests that any correlation coefficient above 0.7 could cause a serious Multi co linearity problem leading to inefficient estimation and less reliable results.

3.8 Data analysis techniques

After collecting the required data, Statistical Package for the Social Sciences (SPSS) version 20 would use for the purpose of processing and analysis of the results. To examine at the aggregate level, the main effects of marketing mix elements and corporate image influence customer attraction. The analysis takes into consideration the conceptualization of customer attraction as level of aggregation is carried out by means of the designed model.

3.9 Ethical Considerations

Ethical Considerations can be specified as one of the most important parts of the research. According to Bryman and Bell (2007) there are ten principles of ethical considerations have been compiled as a result of analyzing the ethical guidelines of the research. In this research any type of communication in relation to the research should be done with honesty and transparency, the Research participants would not be subjected to harm in any ways what so ever, and adequate level of confident.

CHAPTER FOUR

RESULTS AND PRESENTATION

This chapter presents the results and findings of the study based on the research objectives. The Results are presented in the form of summary tables. Regression and Correlation analysis are used to analyse the data to answer the research objective.

4.1 Respondent's profile.

Table 3: Respondent's profile

Variables	Category	Frequency	Percentage
Gender	Male	9	45.0
	Female	11	55.0
Age	23-35	14	70.0
	36-45	6	30.0
Experience	< 1year	3	15.0
	1-3 years	4	20.0
	3-5 years	6	30.0
	>5 years	7	35.0
Educational status	Diploma	8	40.0
	BA degree	10	50.0
	MA degree	2	10.0
Status in the organization	Junior officer	5	25.0
	Officer	9	45.0
	Senior officer	3	15.0
	Coordinator	2	10.0
	Division Manager	1	5.0
Field of study	Accounting	7	35.0
	Business Administration	4	20.0
	Economics	2	10.0
	Insurance	1	5.0
	Marketing	6	30.0

(Source: survey data, 2016)

As it can be seen from table 1, out of 20 respondent female employees 11(55%) while male employees are 9 (45%). 14(70%) of the respondent are engaged between the age of 23-35 while the rest 6(30%) are between the age of 36-45 this implies that the research holds response of every age group. With regard to experience 3(15%) of the respondent are have experience less than a year, while 4(20%) have 1-3 years stay in the organization, 6(30%) of the respondent have 3-5 years' experience in the organization the rest 7(35%) of the respondent have more than five years' experience this implies that the respondent have a good ground and information about the organization. As far as their educational background concerned 8(40%) are diploma 10 (50%) BA degree 2 (10%) MA Degree. Out of this 5(25%) of the respondent are junior officer 9(45%) are officers 3(15%) senior officer 2(10%) are coordinator and the rest 1(5%) is division manager. With regard to the Field of specialization 7(35%) of the respondents are from accounting, 4(20%) are from business administration 2(10%) are from economics 1(5%) are from insurance and 6(30%) are from marketing field of study.

4.2 Test results for general information about customers.

Table 4: General information of customers

Variables	Category	Frequency	Percentage
Opened operation year	<5	10	12.5
	5-10	23	28.8
	11-15	12	15.0
	16-20	11	13.8
	>20	18	22.5
	Total	74	92.5
	Unreturned questionnaire	6	7.5
Company	Coffee	38	47.5
	Oil seed	23	28.8
	Spice	13	16.3
	Total	74	92.5
	Unreturned questionnaire	6	7.5

(Source: survey data, 2016)

As it can see from table 2, out of 80 customers which responded for the questions 10(12.5%) of the respondent Opened operation is less than five times in a year, 23 (28.8%) Opened operation 5-10 times per year 12 (15%) Opened operation 11-15 times per year 11(13.8%) Opened operation 16-20 times per year 18 (22.5%) Opened operation more than twenty times per year while the remaining 6(7.5%) do not respond this question. as far as the type of company based on the commodity they are exporting 38(47.5%) are coffee exporters 23(28.8%) are oil seeds 13(16.3%) are spice exporters while the remaining 6(7.5%) do not respond for this question.

4.3 Test results for the classical linear regression model assumptions

In this study as mentioned in chapter three diagnostic tests were carried out to ensure that the data fits the basic assumptions of classical linear regression model. Consequently, the results for model misspecification tests are presented as follows:

Table 5: Cronbach’s alpha for customer and employee

Cronbach’s alpha score for customer		
Variable	Number of item	Cronbach’s Alpha
People	3	0.852
Process	3	0.928
Physical evidence	3	0.721
Corporate image	3	0.705
Customer attraction	3	0.872
Cronbach’s alpha score for employee		
Variable	Number of item	Cronbach’s Alpha
Staff	3	0.773

(Source: survey data, 2016)

In the questionnaire, questions were included to examine the effect of extended marketing mix components and corporate image on customer attraction of ESLSE. Customer attraction included effect of customer loses rate and declining market performance and customer fact of refusal being partner of ESLSE. Marketing mix components also include people, process and physical evidence. The reliability of the questionnaire was first computed by Cronbach's alpha. Since Cronbach's alpha is more than 0.7 according to the table above, the questionnaire is reliable.

Normality Test:

The normality tests for this study as shown in the coefficient of kurtosis was close to 2.114, and the P-value of 0.9406 implying that the data were consistent with a normal distribution assumption. The Classical Linear Regression Model (CLRM) assumes that the error term is normally distributed with the mean of error being zero as positive error would offset the negative error. Finally, the researcher examines the values of the standardized df beta and standardized residual values to identify outliers and influential cases. Large values suggest outliers or influential cases. Note that the results thus far (histograms and scatter plots of the continuous variables and residuals) showed no data point(s) that stood out as outliers. Thus, it is unlikely that the researcher find large standardized df beta or standardized residual values. Nonetheless, the standardized df beta values can verify this. Outliers or influential cases have large (< -2 or > 2) standardized df beta. Instead of manually scrolling through the values of each variable to check this, the researcher can calculate maximum and minimum values. The results show no standardized df beta values < -2 or > 2 . I can conclude that the data set does not include outliers or influential cases. In descriptive statistics result the skewness and kurtosis are small which indicate that variables most likely do not include influential case or outlier. In this paper the linear regression assumption that the relationship between dependent and independent variables is linear in order to check the assumption by examining scatter plots of the dependent in

dependent variables. The regression result shows that there is positive correlation between people and corporate image and also there is a positive relationship between people and customer attraction on the other hand there is weak correlation people and process and also negative linearity relationship between people and physical evidence.

Regression analysis

This section presents over all the empirical results of the regressions. The regression result was made and coefficients of the variables were estimated by SPSS software. As stated earlier in this study linear regression model is used the model used to examine the impact of extended marketing mix and corporate image on customer attraction in ESLSE. The model estimated in the regression is mostly pointed out Variables that have close link with customer attraction.

In doing the regression student researcher also check the model requirement that is outlier influential case and multicollinearity among independent variables. The R^2 is .114. This means that the independent variables explain 11.4% of the variation in the dependent variable.

P value of this result is less than (<0.05) this means at list one of the dependent variable is significant predictor of the standardized reading score the sig column in the coefficient show which variable are significant. In this result multicollinearity is not a concern because the VIF scores are less than three (<3). The result also shows (physical evidence, process, corporate image are not significant predictor of the standardized reading score so these variables are removed from the model and the researcher rerun the for fitting final model process physical evidence and corporate image are not significant we remove them from analysis's. The revised list variable is dependent variable customer attraction and the independent variable people that is staff willingness and readiness to respond customer request. The ANOVA table for the selected variables shows the explanatory variables in the regression model are significant in explaining the impact of credit risk on performances. The calculated F value appears larger than

the significance value. In other words the calculated significance value stood below 0.05. As shown in the table the calculated significance value is lower than the expected significance value (0.05). Sig. value for test F is less than 0.05 therefore the model explains the dependence of the constructed variables through a linear relation, which is considered significant. The p value for the F statistic is < .05. This means that at least one of the independent variables is a significant predictor of the DV (standardized reading scores). The “Sig.” column in the Coefficients table shows which variables are significant. The histogram of residuals allows us to check the extent to which the residuals are normally distributed. The residuals histogram shows a fairly normal distribution. Thus, based on these results, the normality of residuals assumption is satisfied.

The researchers examine a scatter plot of the residuals against the predicted values to evaluate whether the homogeneity of variance assumption is met. If it is met, there should be no pattern to the residuals plotted against the predicted values. In the following scatter plot, I see a slanting pattern, which suggests heteroscedasticity, (i.e., violation of the homogeneity of variance assumption).

Model Specification

The aim of this study is to examine the impact of extended marketing mix and corporate image on customer attraction in ESLSE. This study used customer attraction as dependent variables whereas extended marketing mix and corporate image are used as an explanatory variable. These variables were chosen since they are widely existent in most researches.

$$\left[\begin{aligned} \text{Customer attraction} &= \text{Beta} + \text{people}_i - \text{process}_i + \text{physical evidence}_i + \\ &\text{corporate image}_i. \end{aligned} \right]$$

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	8.049	3.196		2.518	.014		
1							
people	.291	.113	.309	2.569	.012	.886	1.128
process	-.004	.063	-.007	-.063	.950	.940	1.064
physical	.051	.119	.050	.431	.668	.972	1.029
corporate image	.092	.161	.068	.570	.571	.909	1.101

Unstandardized coefficients are used in the prediction and interpretation

Standardized coefficients are used for comparing the effects of the independent variables

If Sig < .05 then that variable is significant and should be kept. If Sig > .05 then the variable is not a good predictor and can be removed from the model

If VIF > 3 there could be multicollinearity problems.

The researcher examines the coefficients table to examine and interpret the results. The prediction equation is based on the Unstandardized coefficients, as follows:

$$\text{Customer attraction} = 8.049 + 0.291\text{people}_i - 0.004\text{process}_i + 0.051\text{physical evidence}_i + 0.092\text{corporate image}_i$$

The student researcher can use the Unstandardized coefficients to interpret the results.

- The Constant is the predicted value of the dependent variable when all of the independent variables have a value of zero. In the context of this analysis, the predicted reading score for customer attraction is 8.049.
- The people are valued by Knowledge to answer customers questions (Assurance). Have Willingness and readiness to respond customer request (Responsiveness) and Giving customer individual attentions to Make feel free in the transaction (Empathy) the coefficient is reading 0.291 this means a unit change in people variable brings 0.709 time change in attraction in the same direction. Especially the attraction element is highly influenced by employee willingness and readiness to respond customer.
- The processes are weighted by easy, quick and immediate Procedures, (free from bureaucracy), quick and immediate in house Operating system (Speedy) and providing prompt service to customers as promised. (Based on the standards that clearly specified on customer charter) the result shows -0.004 this means a unit change in process variable brings 0.996 time change in attraction in opposite direction.
- Physical evidence is measured by Easy accessibility, reachability & suitability, Visual appearance of facilities and equipment and Branch coordination and integration the result indicates 0.051, and this means a unit change in physical evidence variable brings 0.049 time change in attraction in the same direction.
- corporate image is calculated by Identity (Well-known corporate image, give power to attract customers), creditability (Trust lead customers to secure and accept offer that Providing by the enterprise) and reliability (Keeping promise has power to attract customers) the product is 0.92 this means a unit change in corporate image variable brings 0.08 time change in attraction in the same direction.

4.4 Summary for the Hypotheses Testing

Table 6: Hypotheses Testing.

Hypothesis	Effect	Result
H1: People have a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service.	Positive and significant	Failed to Rejected
H2: Process has a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service.	Negative and insignificant	Rejected
H3: Physical evidence has a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service.	Positive and insignificant	Rejected
H4: Corporate image have a significant and positive effect on attracting freight forwarders to ESLSE freight forwarding service	Positive and insignificant	Rejected

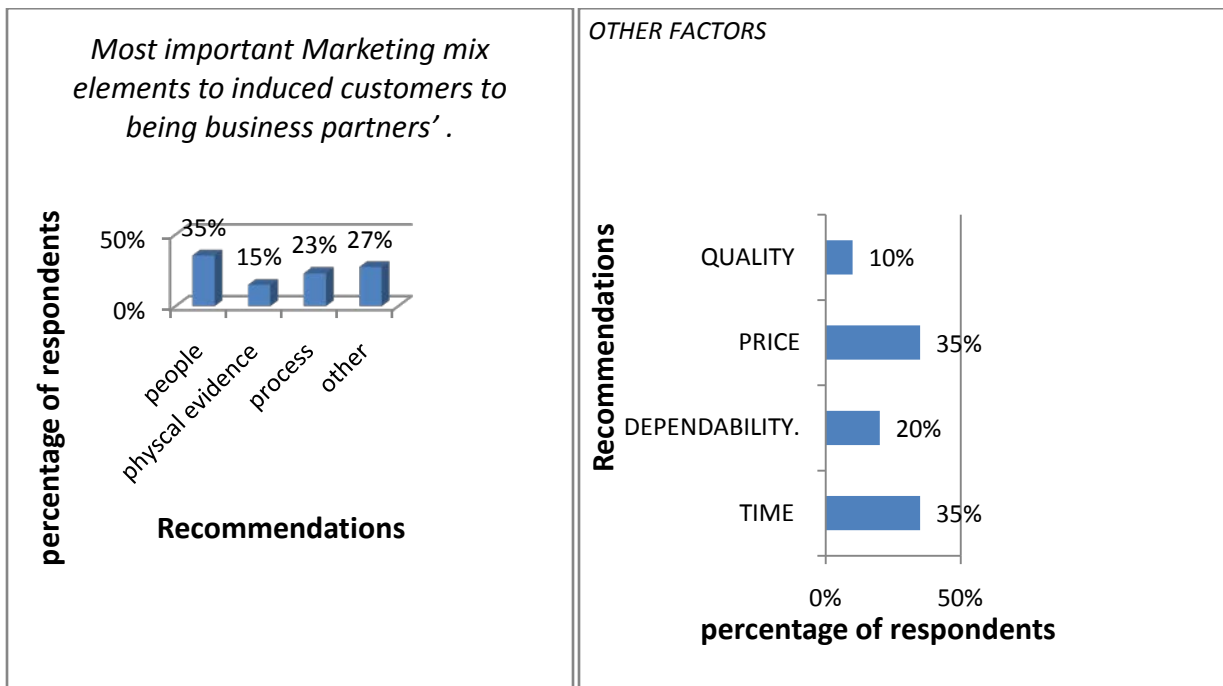
All null hypotheses except H1₀, Failed to Rejected

(Source: survey data, 2016)

In addition to closed-ended questions intended to measure customer attraction, the researcher raised questionnaire to the issue regarding with: Most important marketing mix elements, potential source of customer switching, EMM impact on customer switch, problem area to fix, Conducive work environment, boss supportive in the work environment, Motivational tool, customer experience and future expectation. This prove how researcher try to triangulate the hypothesis test result by gathering response from the different direction and the result confirms test result are representative.

Customers' response to open ended questionnaires

Figure 5, Most important marketing mix elements

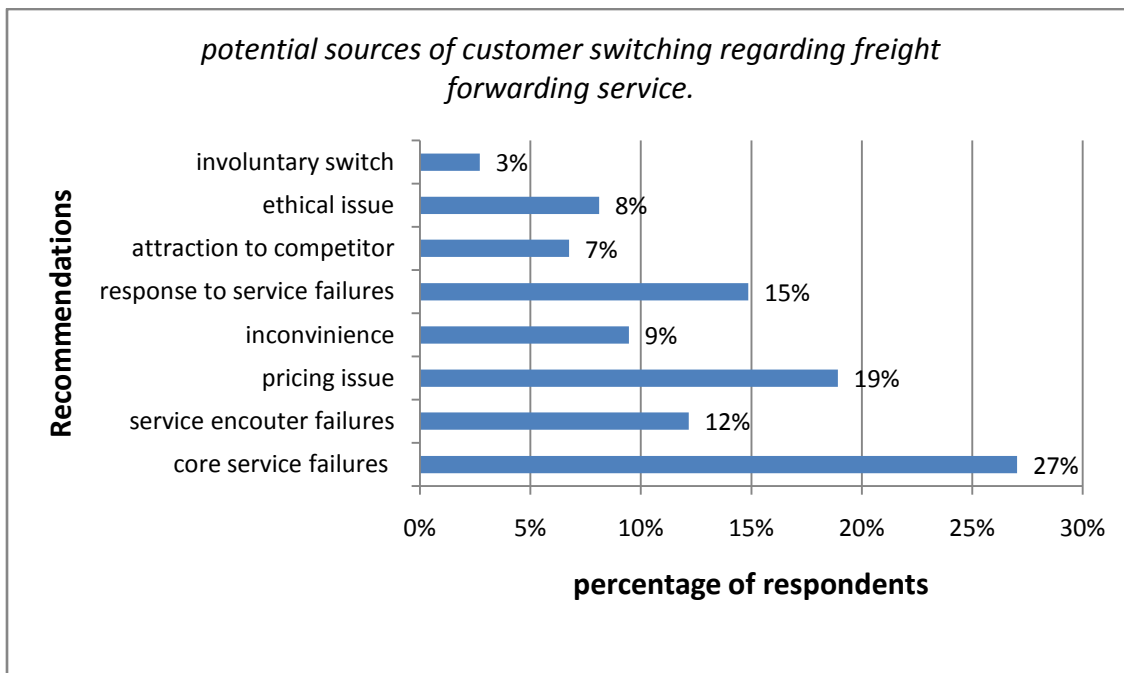


(Source: survey data, 2016)

As seen in figure 1, 35 % of the respondents are responded as peoples are most important marketing mix tool to induced customer being business partners', 15% physical evidence, 23% process & 27% other factors.

Other factors induced customer being business partners' are included service quality, price, dependability and time. This support the hypothesis result regarding peoples are most important marketing mix tool to induced customer being business partners.

Figure 6, Potential source of customer switching



(Source: survey data, 2016)

As seen in figure 2, 27% of the respondents are responded core service failures are potential sources of customer switching regarding freight forwarding service, 12% service encounter failures, 19% pricing issue, 9% inconvenience, 15% response to service failures, 7% attraction to competitor, 8% ethical issue and 3% involuntary switch.

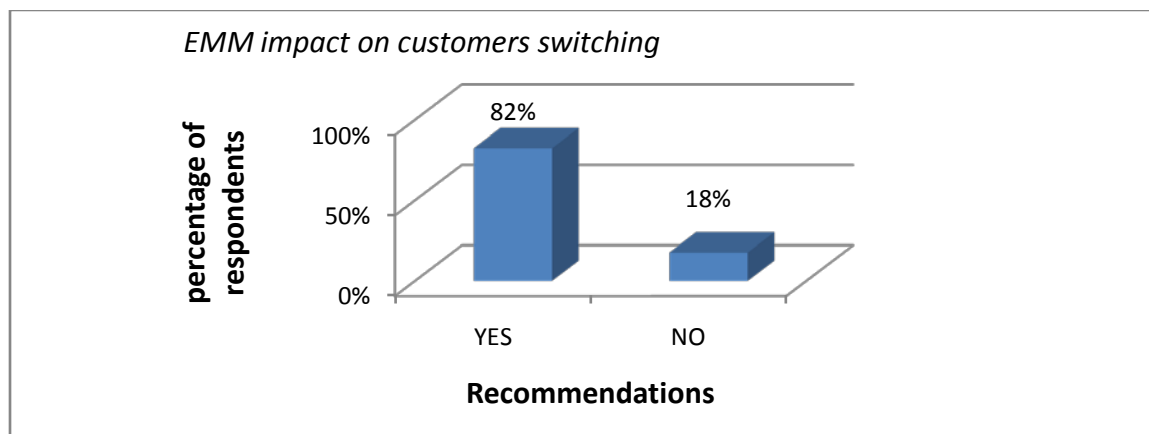
Core service failures are: systems in efficiency, lack of service quality, lag in transit period, slow service, couldn't have been working 24 / 7 hour to compete, lack of internal audit, lack of proactive manager, lack of good management, lack of efficient data management and the like.

Service encounter failures are: lack level of attention, unusual action, response customers' implicit needs, response customers' explicit needs, unprompted and unsolicited employee

action and the like. Pricing issue is: costly.

Inconveniences are: lack of coordination, unreachable, office dispersion, lack of integrations and the like. Responses to service failures are: lack of communication, unsolicited employee action and the like. Attractions to competitors are: Lack of customer care, unacceptable service, and lack of professional staff, service delays and the like. Ethical issues are: lack of good management, negligence in task to be done, unusual action and the like. Involuntary switch are: insolvency of customer business, change the area of the business and the like.

Figure 7, EMM impact on customer switch



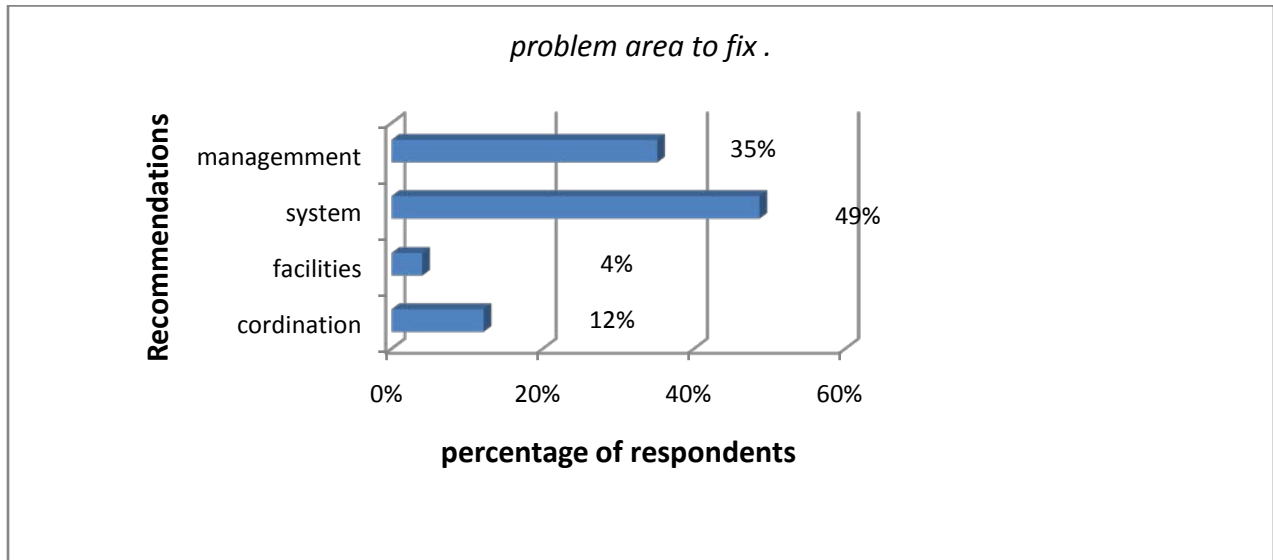
(Source: survey data, 2016)

As seen in figure 3, 82% of the respondents are responded as yes for the question Extended marketing mix practices of the Enterprise have an impact on customers switching and 18% no.

Most of the reason for the YES answerers are: exaggerating price to a normal offering will create dissatisfaction and finally open the room for switching, lack of visual appealing will cost switching customer, lack of right staff personal in the right place, lack of service quality, lack of prompt service, service lag, lack of appropriate communication and the like. In one way or other the overall system is affected by marketing practice either positively or negatively. Reason for the No answerer: it is a government or organization and its direction and policy through directly from countrywide to the respective organization. This support the hypothesis result regarding

extended marketing mix practices of the Enterprise have an impact on customers attraction and/or switching.

Figure 8, Problem area to fix



(Source: survey data, 2016)

As seen in figure 4, 35 % of the respondents are responded as work on management issue are solutions for problems regarding customer attraction, 49% system, 4% facilities, and 12% coordination.

Coordination area should be amended to attract customers are: avoid lack of coordination, avoid office dispersion/scatter (implement one window service activity), should Improve Branch coordination and integration.

Facilitation area should be amended to attract customers are: should need to be Improve Visual appearance of facilities and equipment, and the like.

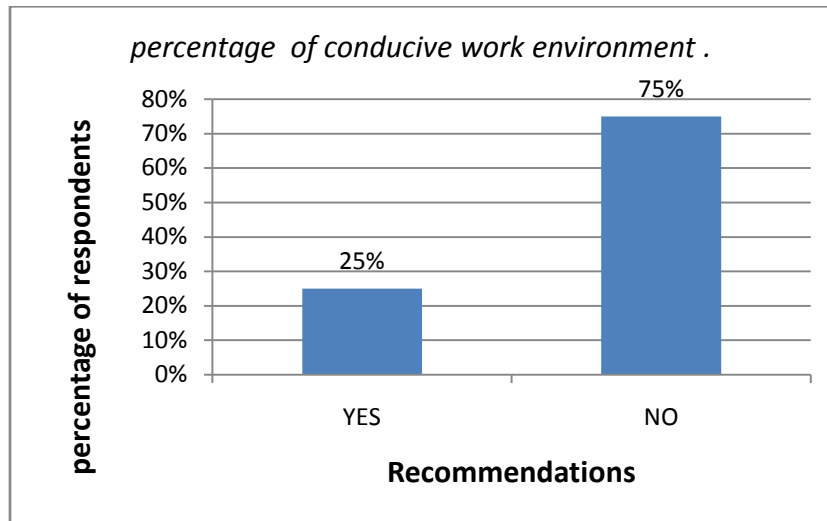
Management area should be amended to attract customers are: avoid favoritism and nepotism, and create equal chance for everyone, managers should be tolerance to their staff, avoid sabotage in front of the public, should be constructive at all, avoid staff illegal relationship with customers, should be proactive, should be respectful between themselves, exert maximum effort

to reduce staff turnover rate, avoid biasness and friendship selection to some contest, should not be end result oriented, should give more care to the staff, avoid unethical act, avoid unprompted and unsolicited employee action, should need to have internal audit, avoid lack of commitment and the like.

System area should be amended to attract customers are: should be use modern systems, should be avoid minimal internal communication and create integration, should be avoid minimal internal communication system, should be reduce or avoid information gap between top-middle-subordinate level of the system hierarchy, should need to be reduce inflexibility, should provide service as promised, avoid service lag, should need to be reduce level of bureaucracy, should need to be Improve in house Operating system as quick as possible, should need apply all in one window service, should need to improve service quality, avoid rigidity, should be create appropriate communication system with branch office as well as customers to give valid and timely information, should apply paperless technology to save time and resources, avoid lack of efficient data management, avoid lack of speedy, avoid slow service, should be rearranges working hour possible use 24/7 as much as possible to compete in the market, should need avoid systems in efficiency and the like.

Employee response to open ended questionnaires

Figure 9, Conducive work environment



(Source: survey data, 2016)

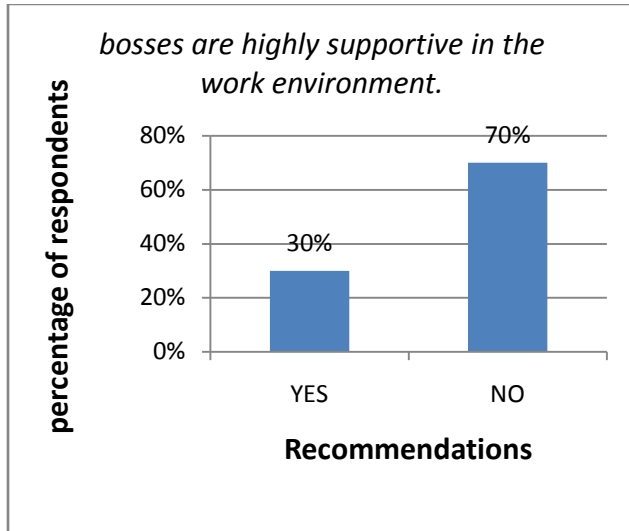
As seen in figure 5, 25 % of the respondents are responded as yes for the question conducive work environment have in the enterprise and 75% no.

Yes responses are surveyed from respondents: give priority to the internal staff for vacant post for promotion, interpersonal relationship is good, every staff personnel have their job description, the enterprise respect socialization, and the door is open to communicate with the manager and the like.

No responses are surveyed from respondents: Because the environment is polluted by favoritism and nepotism among personal, and any benefit is distributed from top to bottom is based on proximity they build, bureaucratic nature of the playground is not create a space to serve customer, Managers are intolerance of their staff, they sabotage in front of the public ,they are not constructive at all, systems are old and unattractive, Management do not arrange staff lounge ,Fatigue and unnecessarily meeting schedule and this also create discomfort toward customers , they didn't receive the intended service with desired time frame, management live with talk without action, minimal internal communication and integration system within the enterprise and

among stakeholders. , even managements are disrespected between themselves, exert minimal effort to reduce employee turnover rate, have information gap between top-middle-subordinate level of the system hierarchy, and the like.

Figure 10, Boss supportive in the work environment



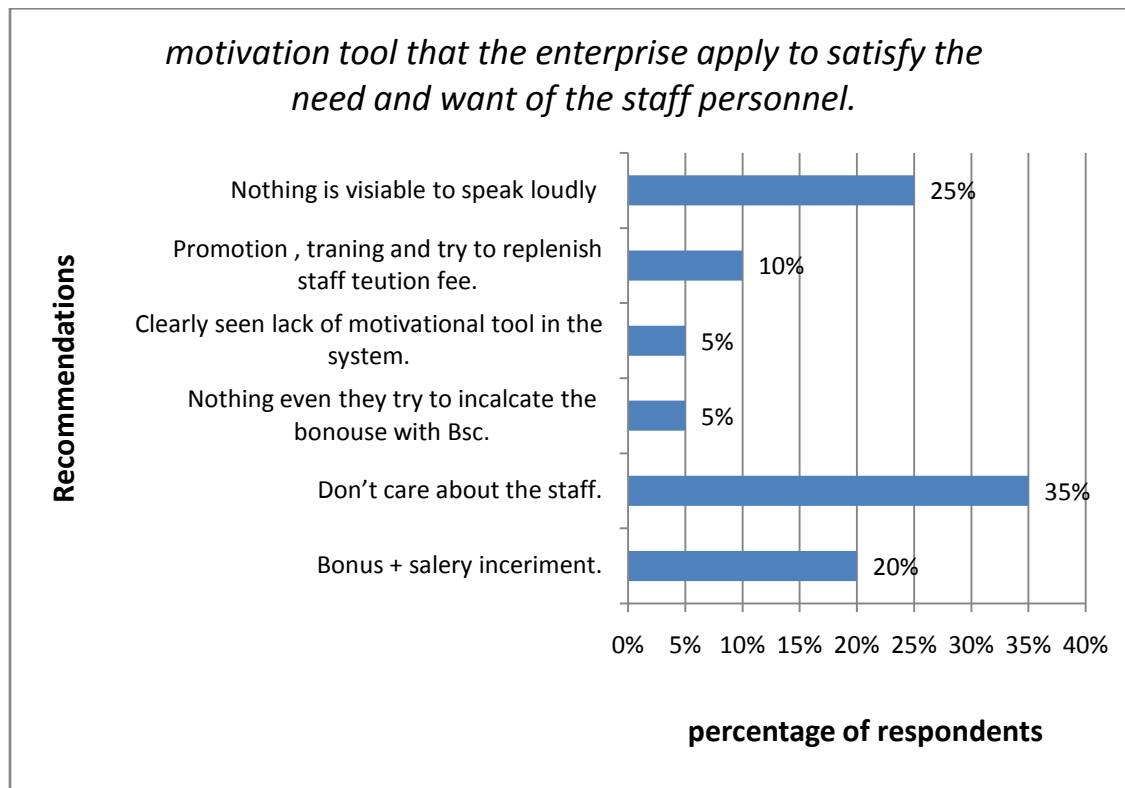
(Source: survey data, 2016)

As seen in figure 6, 30% of the respondents are responded as yes for the question bosses are highly supportive in the work environment and 70% no.

No responses are surveyed from respondents are: even managers haven't the ability to be ing manager, inflexible, bias, fearful (not risk taker they are risk averse), respect less, sabotage the employee in front of the public, end result oriented, not visionary even exert more of their precious time on operational concern, they don't care about the staff, have no power to exercise simply they are symbol, unethical and the like.

Yes responses are surveyed from respondents are: supportive and arrange program for induction, arrange induction, try to exercise to create more friendly environment, give a way to respect, try to being more professional, work as a tutor and the like.

Figure 11, Motivational tool



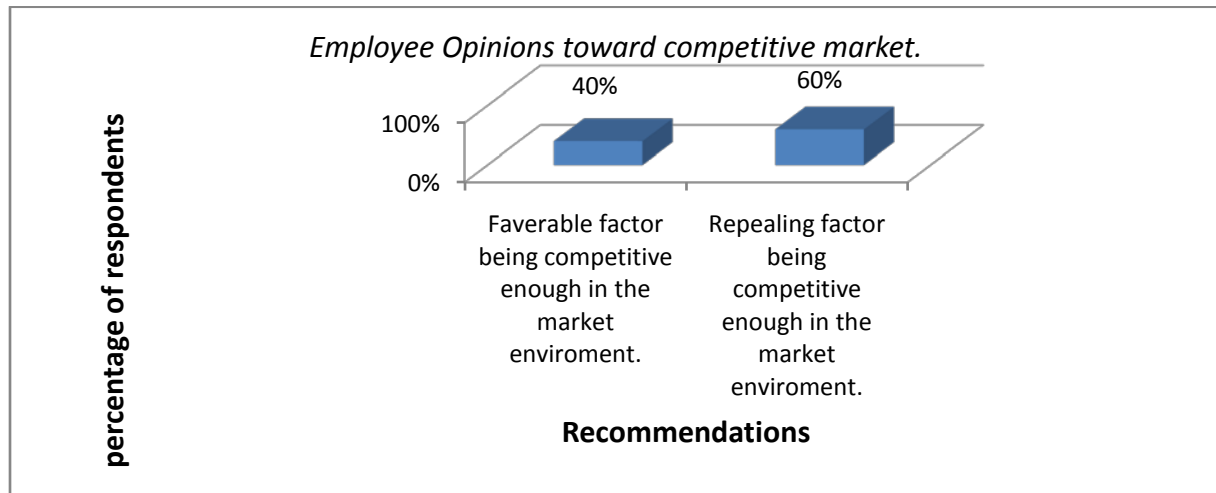
(Source: survey data, 2016)

As seen in figure 7, 20 % of the respondents are responded Bonus + salary increments are the main motivation tool that the enterprise apply to satisfy the need and want of the staff personnel, 35% Don't care about the staff, 5% Nothing even they try to inculcate the bonus with Bsc, 5% Clearly seen lack of motivational tool in the system, 10% Promotion, training & try to replenish staff tuition fee, and 25% Nothing is visible to speak loudly.

Positive reinforcements are according to the respondent s survey: salary i ncrements plus bonus , giving r egular t raining, replenish s taff t uition f ee a nd t he l ike. N egative r einforcements a re according to the respondent survey: Don't care about the staff: it is not as such exercising staff motivation tool even they try the reverse they ignore staff at all, they didn't seen staff as human capital, giving bonus by ignoring staff gate together, they don't care about the staff even they try to c ontrol t he voi ce by promoting fake labor un ion, i rregularity a nd i nconsistency e ven s ome

time ignore salary hierarchical increments and the like.

Figure 12, Employee opinion



(Source: survey data, 2016)

As seen in figure 8, 40 % of the respondents are responded as have favorable factor being competitive enough in the market environment and 60% have repealing factor.

Favorable factor being competitive enough in the market environment: have responsiveness, have empathy, dependable, facilitate discount and credits ,high trust, giving facilitation service, the only company have an office in port Djibouti, it is a government organization and it is dependable at all and the like.

Repealing factor being competitive enough in the market environment: office dispersion, lack of promptness, couldn't have been working 24 / 7 hour to compete, bureaucracies, lack of internal audit, lack of efficient data management, lack of speedy, rigidity, lack of quality, lag of transit period, lack of coordination and the like.

Note that the responses of customers listed be low as strengths and weakness and future expectations are listed directly as indicated by the respondents. No scientific approach to refine the responses was followed given the variability and open-ended nature of the responses; and hence not conclusive. It is meant only to give certain insight about the feelings of customers

given what they faced at least once in their service relationship with ESLSE.

Table 7, Strength and weakness

Strengths	Weaknesses
Big contribution to national development and a national pride	Problem associated with inability to find containers
Friendly approach of ESLSE employees and service delivery	Weak ship scheduling, poor problem solving capacity and unable to handle customer requirements
Credit service provision for their customers	Very high freight charges,
The transit service for export is good	Unable to update the website daily
	Unable to provide information on time
	Absence of modern equipment's
Reliability in service provision	Some employees are not polite and lack responsibility and make repeated mistakes
Having ethical and responsible employee	Poor documentation, complex bureaucracy
	Lack of competition has resulted in poor service
	Long process by ESLSE leads us to demurrage costs
	Lack of ships creates delays and information gap
	Lack of consistency in pricing
	Bureaucratic to use uni-modal
	Always prefer to penalize customers

(Source: survey data, 2016)

Discussion on findings:

- Couldn't have been working 24 /7 hour to compete in today's market environment
- Lack of communication
- Lack of coordination and integrations
- Lack of customer care
- Lack of efficient data management system
- Lack of internal audit
- Lack of proactive manager
- Lack of prompt service
- Lack of right staff personal in the right place
- Lack of service quality
- Lack of visual appealing
- Lag in transit period
- Office dispersion
- Systems in efficiency
- Unprompted and unsolicited employee action
- Unreachable
- Exaggerating price to normal

Future Expectations

Customers were asked to reveal their future expectations in an open ended question. The main points forwarded are mainly (time, service quality and cost variables), to gain customer attraction. Summarized as follows:-

- Avoid lack of commitment
- Avoid lack of coordination
- Avoid lack of efficient data management
- Avoid office dispersion\scatter (implement one window service activity)
- Avoid rigidity
- Avoid service lag
- Avoid unprompted and unsolicited employee action
- Exert maximum effort to reduce staff turnover rate
- Managers should be tolerance to their staff
- Revisit the cost of services
- Should apply paperless technology to save time and resources
- Should be avoid minimal internal communication and create integration
- Should be create appropriate communication system with branch office as well as customers to give valid and timely information
- Should be proactive
- Should be re arranges working hour 24/7 as much as possible to compete in the market
- Should be managers respectful between themselves
- Should be use modern systems
- Should need to be Improve Visual appearance of facilities and equipment
- Should need to have internal audit
- Should need to improve service quality
- Should provide service as promised

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The aim of the study is to identify the effect of extended marketing mix components and corporate image on customer attraction. The basic questions that the paper tries to address are; How customer attraction affected by the process of the organization, How customer attraction affected by the people (staff) who directly interact with customers, How customer attraction affected by the physical evidence of the organization, Which extended marketing mix elements are most important to attract customers to being business partners' with the enterprise, and How corporate image affect customer attraction

Customer attraction is a key element in modern competitive markets to remain in the market and be able to make profits. Factors that affect customer attraction have critical importance.

To have competitive advantage, therefore, analyzing the perceptions of customers about the services can be a good starting point for managerial actions.

From the study, the researcher is able to conclude that:

- Since all the independent variables (people, corporate image, and physical evidence) except process *have positive correlation* with the dependent variable (customer attraction), they have the potential to affect the customer attraction of ESLSE.
- *A person which is one of the extended marketing mix elements is most important and significant to attract customers to being business partners' with the enterprise, the reasons behind enterprise declining marketing performance and customer acceptance are core service failures, pricing issue, response to service failures, ethical issue, involuntary switch, inefficiency in the service process have impact on customers lose rate of the*

enterprise.

- The current system is not convenient for customers
- In view of the mess Service Quality

5.2 Limitation of the Study

The research had also limitations. In this research, the effect of the marketing mix components including people, process, and physical evidence is only examined. Other components of the marketing mix are not examined including price, distribution, promotion and the like. In addition, the study is only conducted Ethiopian shipping and logistics service enterprise freight forwarding sector. So, the generalizability of the findings is limited.

The scarcity of research works on the topic under study, shortage of time and insufficient financial fund are some limitation which hindered the researcher to study the topic in-depth.

5.3 Recommendation

Since all independent variables except process, have positive effect on customer attraction whether significantly or not, ESLSE should take the following measure to improve and gain more acceptances in the market environment:

People

Help employees to love their works and produce sense of belongingness through providing benefit package and creating conducive work environment to them. The package may include: Salary increments, bonus, facilitate credit installment to buy house & auto, provide short term training and education opportunities, based on employee experience ESLSE should provide benefit scheme of freight charge exemption when importing goods from abroad. By doing this ESLSE can; minimize employee turnover rate, improve employees willingness to help customer.

Corporate image

ESLSE have to design good succession plan, which allow image transfer without any problem for a long time.

Physical evidence

ESLSE have to improve the visual appearance by conducting the following main activities; Provide and persuade employee to put on uniforms, make appropriate parking lot for the customers and launch aggressive sales promotion campaign.

Process

Increase availability of modern technology; create branch coordination and integration, serving customers as promised, should work and open 24/7, should try to apply paperless technology. By doing this; ESLSE can improve overall quality of the service.

Revisiting the cost of the service

Suggestions for Future Research

Suggestions that can be offered for future research are as follows. This research considered only three components of the marketing mix; In addition, the results obtained from evaluating the effect of the extended marketing mix components and corporate image on customer attraction differ among different companies and industries. Therefore, similar researches can be conducted in other companies to increase the generalizability of the results.

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Appendix



QUESTIONNAIRE FOR CUSTOMERS

Dear Sir/Madam,

I am a master's student in Addis Ababa University school of commerce Department of marketing Management, conducting a research on **the effect of extended marketing mix and corporate image in customer attraction on the case of Ethiopian shipping and logistics service enterprise**" and your organization has been selected as one of the respondent for the study. I request your utmost assistance in providing relevant information to the attached questionnaire. I am therefore soliciting your maximum cooperation with full guarantee that all information supplied will be treated confidentially and used strictly for academic purposes.

SECTION I:

General Information

Direction: please put (√) thick mark on your response.

I) How often do you use the service per year?

<5 5-10 11-15

16-20 >20

II) Company by commodity:

Coffee Oil seed Spice

Ethiopian shipping and logistics service enterprise (ESLSE).

SECTION II:

Extended Marketing Mix and Corporate image

In this section, please answer the following questions by circling the number which best indicates your opinion to what extent you agree with each statement on a scale from 1 to 5,

Direction: the scale means as follow where;

1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = strongly agree (SA).

(1). Staffs (people) influence\ affects customer attraction; because they						
No.	Questions	1	2	3	4	5
		SD	D	N	A	SA
1.1	Have Knowledge to answer customers questions (Assurance).	1	2	3	4	5
1.2	Have Willingness and readiness to respond customer request (Responsiveness).	1	2	3	4	5
1.3	Giving customer individual attentions to Make feel free in the transaction (Empathy).	1	2	3	4	5

(2). Process influence\ affects customer attraction; because						
No.	Questions	1	2	3	4	5
		SD	D	N	A	SA
2.1	Procedures are easy, quick and immediate.(free from long bureaucracy)	1	2	3	4	5
2.2	In house Operating system are quick and immediate.(Speedy)	1	2	3	4	5
2.3	Providing prompt service to customers as promised. (based on the standards that clearly specified on customer charter)	1	2	3	4	5

(3). Physical evidence influence\ affects customer attraction; because....						
No.	Questions	1	2	3	4	5
		SD	D	N	A	SA
3.1	Easily accessible and reachable, suitable.	1	2	3	4	5
3.2	Visual appearance of facilities and equipment for transportation, warehousing and communication in the enterprise are attractive.	1	2	3	4	5
3.3	Branch coordination and integration are good enough.	1	2	3	4	5

4). corporate image influence\ affects customer attraction; because....						
No.	Questions	1	2	3	4	5
		SD	D	N	A	SA
4.1	Well known corporate image, give power to attract customers (Identity).	1	2	3	4	5
4.2	Trust lead customers to secure and accept offer that Providing by the enterprise (creditability).	1	2	3	4	5
4.3	Keeping promise has power to attract customers (reliability).	1	2	3	4	5

5). customer attraction affected by both extended marketing mix practices and corporate image; because...						
No.	Questions	1	2	3	4	5
		SD	D	N	A	SA
5.1	Inappropriate practices on extended marketing mix increase customer reluctant to work and declining market performance.	1	2	3	4	5
5.2	Inappropriate practices on extended marketing mix are customers' facts of refusal to being business partner.	1	2	3	4	5
5.3	Attraction mainly lay under the image of the firm.	1	2	3	4	5

6). Which marketing mix elements are most important to induced customers to being business partners' with the Enterprise? Why?

People Process Physical evidence If any other specify _____

7). What are the potential sources of customer switching regarding freight forwarding service?

8). Do you think that marketing mix practices of the Enterprise have an impact on customers switching? How?

9). What can be the alternative solutions for problems regarding customer attraction and corporate image in Enterprise freight forwarding service?

Thank you!!



Dear Sir/Madam,

I am a master's student in Addis Ababa university school of commerce Department of marketing Management, conducting a research on **the effect of extended marketing mix and corporate image in customer attraction on the case of Ethiopian shipping and logistics service enterprise"** and you are judgmentally selected as one of the respondent for the study. I request your utmost assistance in providing relevant information to the attached questionnaire. I am therefore soliciting your maximum cooperation with full guarantee that all information supplied will be treated confidentially and used strictly for academic purposes.

SECTION I: General Information

1) Gender: Male Female

2) Age: 15-22 23-35 36-45

46-55 > 55

3) Experience:

< 1year 1-3 years 3 -5 years >5 years

4) Status in the organization _____

5) Educational status

Certificate diploma 1st degree 2nd degree PhD and above

6) Field of study _____

SECTION II:

Please answer the following questions by ticking the number which best indicates your opinion to what extent you agree with each statement on a scale from 1 to 5.

Instruction: the scale means as follow;

1 = strongly disagree, 2 = Disagree, 3 = moderate, 4 = Agree and 5 = strongly agree

(1). Staffs (people) influence\ affect customer attraction; because:						
No.	Questions	1	2	3	4	5
		Strongly disagree	Disagree	Moderate	Agree	Strongly agree
1.1	Training helps to acquire knowledge in order to answer customers' questions.					
1.2	Giving bundle of benefit package for staffs create high motivation to providing services quickly.					
1.3	Treating staff as a special and valued employee ignite Willingness and readiness to respond customer request.					

2). Is there conducive work environment in the enterprise? (If your answer is yes pleas mention it).

3). Is bosses are highly supportive in the work environment?

4).What is the main motivation tool that the enterprise apply to satisfy the need and want of the staff personnel?

5). Do you think the enterprise is more competitive enough in the market environment?

Thank you!!

Case Processing Summary

		N	%
Cases	Valid	74	92.5
	Excluded ^a	6	7.5
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.865	3

Item Statistics

	Mean	Std. Deviation	N
Have Knowledge to answer customers questions (Assurance).	4.65	.607	74
Have Willingness and readiness to respond customer request (Responsiveness).	4.53	.726	74
Giving customer individual attentions to Make feel free in the transaction (Empathy).	4.64	.587	74

Inter-Item Correlation Matrix

	Have Knowledge to answer customers questions (Assurance).	Have Willingness and readiness to respond customer request (Responsiveness).	Giving customer individual attentions to Make feel free in the transaction (Empathy).
Have Knowledge to answer customers questions (Assurance).	1.000	.582	.905
Have Willingness and readiness to respond customer request (Responsiveness).	.582	1.000	.554
Giving customer individual attentions to Make feel free in the transaction (Empathy).	.905	.554	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.81	2.868	1.693	3

Case Processing Summary

		N	%
Cases	Valid	74	92.5
	Excluded ^a	6	7.5
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.928	.929	3

Item Statistics

	Mean	Std. Deviation	N
Procedures are easy, quick and immediate.(free from bureaucracy)	3.92	1.017	74
In house Operating system are quick and immediate.(Speedy)	3.82	1.102	74
Providing prompt service to customers as promised.(based on the standards that clearly specified on customer charter)	3.93	1.025	74

Inter-Item Correlation Matrix

	Procedures are easy, quick and immediate.(free from bureaucracy)	In house Operating system are quick and immediate.(Speedy)	Providing prompt service to customers as promised.(based on the standards that clearly specified on customer charter)
Procedures are easy, quick and immediate.(free from bureaucracy)	1.000	.842	.770
In house Operating system are quick and immediate.(Speedy)	.842	1.000	.826
Providing prompt service to customers as promised. (based on the standards that clearly specified on customer charter)	.770	.826	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.68	8.660	2.943	3

Case Processing Summary

		N	%
Cases	Valid	74	92.5
	Excluded ^a	6	7.5
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.721	.722	3

Item Statistics

	Mean	Std. Deviation	N
Easily accessible and reachable, suitable.	4.62	.635	74
Visual appearance of facilities and equipment for transportation, warehousing and communication in the enterprise are attractive.	4.59	.639	74
Branch coordination and integration are good enough.	4.58	.641	74

Inter-Item Correlation Matrix

	Easily accessible and reachable, suitable.	Visual appearance of facilities and equipment for transportation, warehousing and communication in the enterprise are attractive.	Branch coordination and integration are good enough.
Easily accessible and reachable, suitable.	1.000	.596	.447
Visual appearance of facilities and equipment for transportation, warehousing and communication in the enterprise are attractive.	.596	1.000	.349
Branch coordination and integration are good enough.	.447	.349	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.80	2.356	1.535	3

Case Processing Summary

		N	%
Cases	Valid	74	92.5
	Excluded ^a	6	7.5
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.705	.705	3

Item Statistics

	Mean	Std. Deviation	N
Well known corporate image, give power to attract customers (Identity).	4.78	.504	74
Trust lead customers to secure and accept offer that Providing by the enterprise (creditability).	4.80	.523	74
Keeping promise has power to attract customers (reliability).	4.81	.459	74

Inter-Item Correlation Matrix

	Well known corporate image, give power to attract customers (Identity).	Trust lead customers to secure and accept offer that Providing by the enterprise (creditability).	Keeping promise has power to attract customers (reliability).
Well known corporate image, give power to attract customers (Identity).	1.000	.507	.473
Trust lead customers to secure and accept offer that Providing by the enterprise (creditability).	.507	1.000	.352
Keeping promise has power to attract customers (reliability).	.473	.352	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.39	1.392	1.180	3

Case Processing Summary

	N	%
a. Listwise deletion based on all variables in the procedure.	5	
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.875	3

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.05	2.545	1.595	3

Descriptive Statistics

	Mean	Std. Deviation	N
attraction	14.05	1.595	74
people	13.81	1.693	74
process	11.68	2.943	74
physical	13.80	1.535	74
corporate image	14.39	1.180	74

Correlations

		attraction	people	process	physical	corporate image
Pearson Correlation	attraction	1.000	.328	-.066	.038	.149
	people	.328	1.000	-.177	-.020	.278
	process	-.066	-.177	1.000	-.142	.045
	physical	.038	-.020	-.142	1.000	-.092
	corporate image	.149	.278	.045	-.092	1.000
Sig. (1-tailed)	attraction	.	.002	.287	.374	.103
	people	.002	.	.065	.432	.008
	process	.287	.065	.	.114	.352
	physical	.374	.432	.114	.	.219
	corporate image	.103	.008	.352	.219	.
N	attraction	74	74	74	74	74
	people	74	74	74	74	74
	process	74	74	74	74	74
	physical	74	74	74	74	74
	corporate image	74	74	74	74	74

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	corporate image, process, physical, people ^b		Enter

a. Dependent Variable: attractionn

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.338 ^a	.114	.063	1.545	.114	2.219	4

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	69 ^a	.076	2.359

a. Predictors: (Constant), corporate image, process, physical, people

b. Dependent Variable: attraction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.178	4	5.294	2.219	.076 ^b
	Residual	164.606	69	2.386		
	Total	185.784	73			

a. Dependent Variable: attraction

b. Predictors: (Constant), corporate image, process, physical, people

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.049	3.196		2.518	.014
	people	.291	.113	.309	2.569	.012
	process	-.004	.063	-.007	-.063	.950
	physical	.051	.119	.050	.431	.668
	corporate image	.092	.161	.068	.570	.571

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	people	.886	1.128
	process	.940	1.064
	physical	.972	1.029
	corporate image	.909	1.101

a. Dependent Variable: attractionn

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	people	process	physical
1	1	4.923	1.000	.00	.00	.00	.00
	2	.054	9.587	.00	.02	.82	.01
	3	.014	18.805	.00	.36	.00	.48
	4	.007	26.768	.02	.57	.11	.15
	5	.002	45.918	.97	.04	.07	.35

Collinearity Diagnostics^a

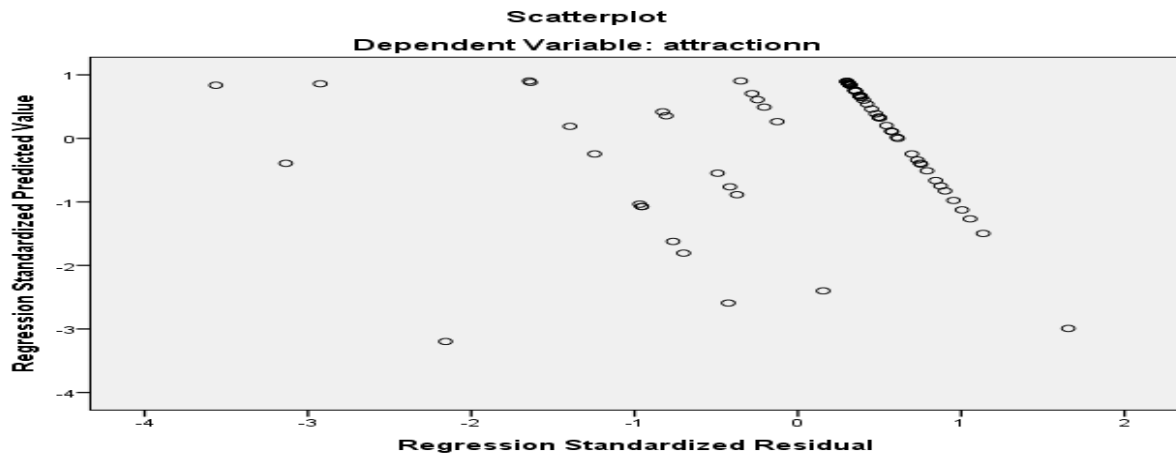
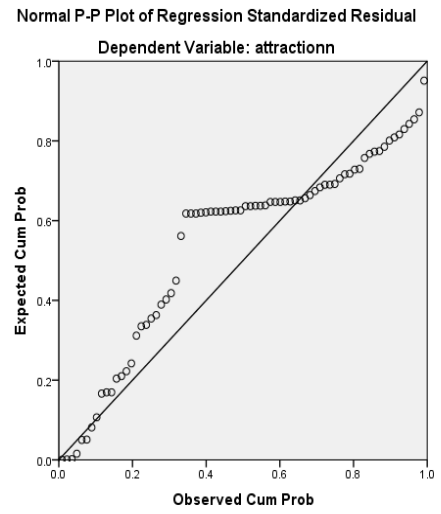
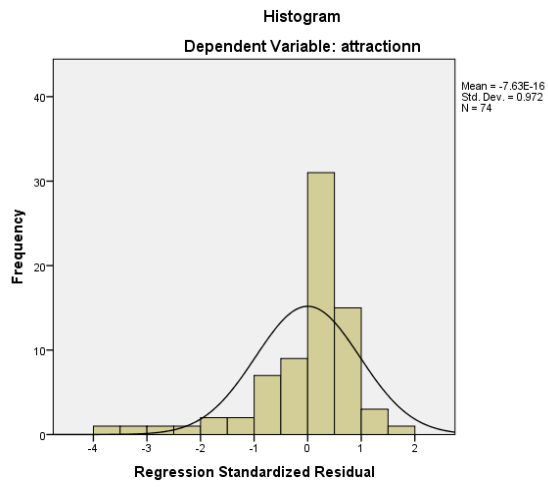
Model	Dimension	Variance Proportions	
		corporate image	
1	1		.00
	2		.00
	3		.01
	4		.47
	5		.51

a. Dependent Variable: attraction

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	12.33	14.54	14.05	.539	74
Residual	-5.505	2.557	.000	1.502	74
Std. Predicted Value	-3.198	.904	.000	1.000	74
Std. Residual	-3.564	1.656	.000	.972	74

a. Dependent Variable: attraction



Correlations

		people	process	physical	corporate image	attraction
people	Pearson Correlation	1	-.177	-.020	.278 [*]	.328 ^{**}
	Sig. (2-tailed)		.131	.864	.017	.004
	N	74	74	74	74	74
process	Pearson Correlation	-.177	1	-.142	.045	-.066
	Sig. (2-tailed)	.131		.227	.703	.575
	N	74	74	74	74	74
physical	Pearson Correlation	-.020	-.142	1	-.092	.038
	Sig. (2-tailed)	.864	.227		.437	.747
	N	74	74	74	74	74
corporate image	Pearson Correlation	.278 [*]	.045	-.092	1	.149
	Sig. (2-tailed)	.017	.703	.437		.206
	N	74	74	74	74	74
attraction	Pearson Correlation	.328 ^{**}	-.066	.038	.149	1
	Sig. (2-tailed)	.004	.575	.747	.206	
	N	74	74	74	74	74

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.762	.772	3

People			Process			Physical evidence			Corporat image			Attraction			Pe	Pr	Evi	Im	Att	key	
ASS	REP	EMP	UnB	Sp	CsH	CO	VI	COO	ID	CR	RE	Lr	Rf	I	Total sum of each variable						
4	4	4	4	4	4	5	5	5	5	5	5	5	3	5	12	12	15	15	13	Assurance	ASS
5	5	5	4	4	3	5	5	3	5	5	5	5	5	5	15	11	13	15	15	Attraction	Att
4	4	4	5	5	5	3	5	5	5	5	5	5	5	5	12	15	13	15	15	Customer charter	CsH
3	3	3	5	5	4	5	5	5	5	5	5	5	3	5	9	14	15	15	13	Convinent	CO
5	5	5	5	5	4	5	5	5	3	4	5	5	5	5	15	14	15	12	15	Coordination	COO
5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	15	15	14	15	15	Corporat image	Im
4	4	4	3	4	3	4	4	4	5	5	5	4	4	4	12	10	12	15	12	Credblity	CR
5	5	5	3	3	3	5	5	5	3	4	4	5	5	5	15	9	15	11	15	Empathy	EMP
5	5	5	3	2	2	5	5	5	5	5	5	5	5	5	15	7	15	15	15	Fact of refusal	Rf
5	5	5	3	2	2	5	5	5	5	5	5	5	5	5	15	7	15	15	15	Identity	ID
5	5	5	3	2	2	4	3	5	5	5	5	4	5	5	15	7	12	15	14	Image	i
5	5	5	3	2	2	4	4	5	5	5	5	4	5	5	15	7	13	15	14	Lossrate	Lr
5	5	5	3	2	2	5	5	5	5	5	5	5	5	5	15	7	15	15	15	People	Pe
5	5	5	3	2	2	5	5	5	4	4	4	5	5	5	15	7	15	12	15	Physical evidence	Evi
5	5	5	2	2	2	5	5	5	5	5	5	4	5	5	15	6	15	15	14	Process	Pr
5	5	5	2	3	3	3	4	5	5	5	5	5	5	5	15	8	12	15	15	Reliablity	RE
5	5	5	2	2	2	5	5	5	5	5	5	4	3	5	15	6	15	15	12	Responsivnes	REP
5	5	5	3	4	4	4	4	5	5	5	5	5	5	5	15	11	13	15	15	Speedy	Sp
5	5	5	3	3	4	3	4	4	5	5	5	4	5	5	15	10	11	15	14	Un burocat	UnB
5	5	4	3	3	4	5	5	5	5	5	5	5	5	5	14	10	15	15	15	Visual	VI
5	5	5	3	3	4	5	5	5	5	5	5	5	5	5	15	10	15	15	15		
4	3	4	3	3	3	5	5	5	5	5	3	4	4	4	11	9	15	13	12		
5	4	4	3	3	3	5	3	5	5	5	5	5	5	5	13	9	13	15	15		
5	5	4	3	3	3	5	5	5	4	5	4	5	5	5	14	9	15	13	15		
4	5	4	3	3	3	4	4	4	4	5	4	5	5	5	13	9	12	13	15		
5	5	5	3	3	3	5	5	5	5	5	5	5	5	5	15	9	15	15	15		
5	5	5	3	3	3	5	5	5	5	3	5	5	5	5	15	9	15	13	15		
5	5	5	4	3	5	5	5	5	5	5	5	5	5	5	15	12	15	15	15		
5	4	4	4	3	4	5	3	5	5	5	5	5	5	5	13	11	13	15	15		
4	4	5	3	3	4	5	5	5	5	3	5	5	5	3	13	10	15	13	13		
3	4	4	2	2	3	5	5	5	5	5	5	5	5	5	11	7	15	15	15		
4	5	5	2	2	3	5	5	5	5	5	5	4	5	4	14	7	15	15	13		
3	5	5	2	2	3	5	5	3	4	4	4	4	5	4	13	7	13	12	13		
5	5	5	3	3	3	5	5	5	5	5	5	4	4	4	15	9	15	15	12		
5	5	5	4	4	4	4	5	4	5	5	5	5	5	5	15	12	13	15	15		
5	5	5	3	4	4	4	5	4	5	5	5	5	5	5	15	11	13	15	15		
5	4	4	4	3	3	4	4	4	4	5	5	5	5	5	13	10	12	14	15		
5	4	4	4	4	4	5	5	5	4	5	5	3	3	3	13	12	15	14	9		
4	4	4	4	3	3	5	5	5	5	5	5	5	5	5	12	10	15	15	15		

Number	Gender	Age	Experienc	Status in the organization	Education	Field of study	Training	Benefit Pa	Treatment
1	1	2	3	senior Assessement and clerance officer	3	Economices	4	4	4
2	1	2	3	Assessement and clerance officer	2	Marketing	3	3	4
3	1	3	4	Assessement and clerance officer	2	Accounting	4	3	2
4	1	3	4	Assessement and clerance officer	3	Accounting	4	3	3
5	2	2	1	Juniour Assessement and clerance officer	2	Accounting	3	3	2
6	2	3	4	Assessement and clerance officer	2	Accounting	3	4	3
7	2	2	4	Sales officer	2	Accounting	2	2	2
8	2	2	2	Sales officer	3	Marketing	3	3	4
9	2	2	2	Customer service officer	3	Economices	2	3	2
10	1	2	3	Sales officer	3	Marketing	3	3	3
11	2	2	3	Juniour Customer service officer	2	Business Administration	4	3	3
12	2	2	3	Marketing coordinator	4	Business Administration	3	3	3
13	1	3	4	Special support coordinator	3	Accounting	4	3	4
14	2	2	2	Juniour Customer service officer	2	Insurance	2	2	2
15	1	2	2	senior Marketing officer	3	Business Administration	2	2	3
16	1	3	4	Marketing Division Manager	4	Marketing	4	3	4
17	1	3	3	senior Marketing officer	3	Business Administration	2	2	2
18	2	2	4	Assessement and clerance officer	3	Accounting	3	3	4
19	2	2	1	Juniour Marketing officer	3	Marketing	3	2	2
20	2	2	1	Juniour Assessement and clerance officer	3	Marketing	3	2	3

Statement of declaration

I Henok Hailu declare that this research, titled “Effect of extended marketing mix and corporate image in customer attraction, case on Ethiopian shipping and logistics service enterprise” is done with my own effort. I have produced it independently except for the guidance and suggestions of my research advisor. I assure that this study has not been submitted for any scholarly award in this or any other university.

Name: Henok Hailu Perro

Date of Submission: _____

Signature: _____