

ST. MARY'S UNIVERSITY COLLEGE
BUSSINESS FACULTY
DEPARTMENT OF MANAGEMENT

AN ASSESSEMENT OF service del ivery
IN AMBO MINERAL WATER SHARE COMPANY
(AMWSC)

BY
AZEB GETACHEW

JUNE 2010
SMUC
ADDIS ABABA

**AN ASSESSEMENT OF SERVICE DELIVERY
IN AMBO MINERAL WATER SHARE COMPANY
(AMWSC)**

**A SENIOR ESSAY SUBMITTED
TO THE DEPARTMENT OF MANAGEMENT BUSINESS FACULTY
ST. MARY'S UNIVERISTY COLLAGE**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF BACHELOR OF ARTS IN
MANAGEMENT**

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CHAPTER ONE

INTRODUCTION

1.1 Back Ground of the Study

The “voice of the customer” is captured as close to the moment of experience as possible, giving key personnel, from store-level to executive management, access to relevant and timely feedback using our proprietary customer experience measurement platform. These insights are packaged in easy-to-understand scorecard and dashboard reports, and provide you with the information that your team needs in order to align service quality with customer expectations, drive loyalty and react quickly to customer issues or complaints, (© 2009 Agili-T, WWW.com/en/about/index.asp).

1.2 Back Ground of the organization

Ambo mineral Water factory is one of the largest mineral water bottler in the country established in 1930. It is located about 130 km west of Addis Ababa. Mineral water plant obtained its name from the town Ambo where the factory was first established some 73 years ago and this also makes it the oldest bottler in the country. In 1970, a new site 5 km. from the old plant and just outside Ambo was selected to accommodate a modern bottling plant with new boreholes and a new office and ancillary facilities. The plant is located at an altitude of about 1970 meters above sea level. The bottling plant has a total area 90,000 Esq.m. Further, the plant has a concession area 10,500,000 Esq.m. Encompassing the wealth and the protected sights. The factory has two identical bottling lines operating side by side erected and commissioned in 1990 by an Italian firm, Rivi Engineering. This two bottling lines can produce 6,500 bottles per. Hrs. each line. The working hours of the Company are 24 hrs per day with three shifts. Currently 75 % share of the company transfer from the government to share holders starting from November 2008 which named Ambo International Share Holders. These share holders are from

South Africa, (Tefera Lema 1993 and March (1999). Silver jubilee f-air (1955:82)

1.3 Statement of the Problem

Good customer service is the lifeblood of any business. You can offer promotions and slash prices to bring in as many new customers as you want, but unless you can get some of those customers to come back, your business won't be profitable for long,(Susan Ward 2010: 5).

Ambo Mineral Water Share Company has improved different distribution system in combination to attain the maximum possible sales & revenue. This organization is one of the largest mineral water bottler in the country established in 1930, (Silver jubilee f-air 1955:82).

The student researcher was motivated to do this research based on the customers' complaints in Addis Ababa, and from her observation in the company. For example, when the product is short in supply in Addis Ababa, customers are obliges to buy the product from retailers for an amount which is almost double to the company selling price, i.e. birr 38 per crate. Even if they choose to buy the product at companies' premises at the "plant sells" they have to scarify their time, pay extra transportation cost or addition fuel cost may be incurred.

For this customer complain on the service delivery and are dissatisfied with the distribution system.

The market chain that the Organizations use to distribute its production in Addis Ababa is Manufacturer, distributor for all customers which are wholesaler, retailer, & final customer. This impaired customer satisfaction and obliges them to substitute products.

The student researcher found that the company is working better to increase production where customer care and service provision and this research cites ways how to improve the customer care for sustainable development.

The student researcher also believes that the problem will be solved after investigating the result of the research by understanding customer care and success is not only selling products but also customer satisfaction.

Currently there are many factors affecting the demand of bottled water. Many new producers are attracted to the bottled water industry. So, there is a high competition in this section.

1.4 Research Questions

To address the above problem, the following basic questions will be raised.

1. What are the company strive to full fill the customer expectation?
2. How is the Company handling the customer complaints?
3. What are the company programs to improve its customer handling?
4. How is the Company market design according to the competitors?

1.5 Objective of the Study

This paper attempted to address the following objectives.

The General objective of the study is to investigate factors that affect customer's satisfaction, good distribution service quality and find out possible solutions to the problem of the organization.

The specific objectives are as follows:

1. To identify the gap between customer expectation and perception about the organization, and to improve its distribution channel & customer handling.
2. To identify factors that makes customers complain about the Organization service.
3. To indicate some possible recommendations regarding customer handling and service providing.
4. To assess how to win competitor by designing market strategy.

1.6 Significance of the study

This study will be helpful for Ambo Mineral Water Share Company to identify problem areas and get significant market in this competitive bottled water industry. The student researcher believes that the result of the research would have the following significances.

This research paper enables potential manager to be aware of what is expected of him as professional manager about importance of providing an effective quality and customer handling practice.

Moreover, the study will help the concerned bodies of the organization to be aware of the existing problems of customer handling. The last significant of this study is it will provide ideas about distribution system and customer handling to conduct further study and the student researcher to have experience by referring different related researches and books in conducting research, and anyone who is interested to conduct a research in related and other research area.

1.7 Delimitation of the study

The research is delimited to 2004 – 2008 administration period of Ambo Mineral Water Share Company.

Ambo Mineral Water Share Company has three branches. The head office & distribution warehouse in Addis Ababa. The others are the main Factory in Ambo, the branch distribution center in Shashemene and Nazareth. In Ambo Mineral Water Share Company the procedures and method of customer handling are the same. This study is dealing with the practice of the organization operating in Addis Ababa.

The student researcher chooses this title and organization it is because of getting easily the necessary data, discussing with people who complain about the service and from previous & current observations of the student researcher. The customer handling of the Organization has some problem

and the student researcher consulting the management team to make this research that allow student researcher to do it.

1.8 Definition of Terms (Operational definitions)

Quality Service: Everyone has heard the adage, "The customer is always right." And while there are times that this idea can really be put to the test, quality customer service is something that every business, no matter what industry, should aspire to possess. Addressing customer complaints is a key part of nailing down that sterling customer service image. Customer complaints can actually benefit your business, as it gives you a clear idea of what areas need improvement and provides you with direct feedback from your clients. Deftly handling customer complaints can build you a strong and loyal client base; disregarding them can result in nothing but lost sales and a poor brand image, (Susan Ward, (2010:7).

Customer Service: Good customer service is all about bringing customers back. And about sending them away happy – happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers, (Susan Ward, 2010:5).

1.9 Research Design and methodology

1.9.1 Research Design

For the purpose of this study to investigate the existence of the problem and to suggest possible solutions to shed light the topic descriptive design method were implemented for both primary and secondary data.

1.9.2 Population and Sampling Techniques

- **Population:**

The total population those under take the study are unknown, because there is no recorded data in the company. However for the purpose of this study were undertaken 100 people as a sample.

Sampling Unit:

The sampling units are the marketing department, Commercial department, Sales division, Marketing division, Sells driver, Branch manager and Customers around the head office in Addis Ababa.

- **Determining sample size:**

The sample sizes that were selected for under taking the study were 100 samples. From this sample 60 were customers in Addis Ababa and the remaining 40 were from line personnel of AMWSC.

- **Sampling Technique /Procedures of Sampling**

The student researcher used convenient sampling technique, the head office employees in Addis Ababa and customers of Ambo Mineral Water Share Company around Addis Ababa.

1.9.3 Type of Data used:

In conducting the study primary and secondary data type were used to achieve the objective of the study. To gather primary data the study were conducted structured questioner and interview. Secondary data source consist books, journals, on line available information and procedure of Ambo Mineral Water Share Company.

1.9.4 Methods of Data Collection

Customers that can give the necessary information primarily two of questionnaires were prepared containing very few open ended and most of close ended question's to reduce the job of the respondents, interview were also held with the Marketing department manager. Both customers and personnel selected from service categories of current sales, Commercial Department, Marketing division head, Export Manager, Sales division head, Sales distribution drivers, Customers and discussion with lower level personnel of the organization.

1.9.5 Methods of data analysis.

The data were analyzed and presented with descriptive statically design method were used, such as through tabulation and percentage.

1.9.6 Limitation of the study

Because of time and financial constraint the study focused on at Addis Ababa city this may not sufficient to explore the existence of the problem and the sample size that used may not represent the total population (customers) of AMWSC.

1.9.7 Organization of the Study

The study is organized in to four chapters. Accordingly the first chapter deals with the introduction part of the study; the second chapter discusses the details of related literature of the study; the third chapter focuses on data presentation and analysis and finally in chapter four conclusions are drawn based on analysis and possible recommendations are forwarded by the researcher based on investigation.

CHAPTER TWO

LITRATURE REVIW

2. RELATED LITRETURE REVIEW

2.1 CUSTOMER SERVICE:

Good customer service is all about bringing customers back. And about sending them away happy – happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers, (Susan Ward, 2010: 5).

Good customer service is the lifeblood of any business. You can offer promotions and slash prices to bring in as many new customers as you want, but unless you can get some of those customers to come back, your business won't be profitable for long, (Susan Ward, 2010: 5).

If you're a good salesperson, you can sell anything to anyone once. But it will be your approach to customer service that determines whether or not you'll ever be able to sell that person anything else. The essence of good customer service is forming a relationship with customers – a relationship that individual customer feels that he would like to pursue.

How do you go about forming such a relationship? By remembering the one true secret of good customer service and acting accordingly; "You will be judged by what you do, not what you say," (Susan Ward, 2010: 5).

I know these verges on the kind of statement that's often seen on a sampler, but providing good customer service is a simple thing. If you truly want to have good

customer service, all you have to do is ensure that your business consistently does these things, (Susan Ward, 2010: 5).

Listen to your customers.

Is there anything more exasperating than telling someone what you want or what your problem is and then discovering that person hasn't been paying attention and needs to have it explained again? From a customer's point of view, I doubt it. Can the sales pitches and the product babble? Let your customer talk and show him that you are listening by making the appropriate responses, such as suggesting how to solve the problem, (Susan Ward, 2010: 9).

Deal with complaints.

No one likes hearing complaints, and many of us have developed a reflex shrug, saying, "You can't please all the people all the time". Maybe not, but if you give the complaint your attention, you may be able to please this one person this one time - and position your business to reap the benefits of good customer service, (Susan Ward, 2010: 9).

Be helpful - even if there's no immediate profit in it.

The other day I popped into a local watch shop because I had lost the small piece that clips the pieces of my watch band together. When I explained the problem, the proprietor said that he thought he might have one lying around. He found it, attached it to my watch band – and charged me nothing! Where do you think I'll go when I need a new watch band or even a new watch? And how many people do you think I've told this story to? (Susan Ward 2010: 9).

Train your staff (if you have any) to be ALWAYS helpful, courteous, and knowledgeable.

Do it yourself or hire someone to train them. Talk to them about good customer service and what it is (and isn't) regularly. Most importantly, give every member of your staff enough information and power to make those small customer-pleasing decisions, so he never has to say, "I don't know, but so-and-so will be back at..." (Susan Ward, 2010: 9).

One way to encourage supportive internal service relationships is to measure and reward internal service. By first acknowledging that everyone in the organization has a customer and then measuring customer perception of internal service quality, an organization can begin to develop an internal quality culture. Internal customer service audits and internal service guarantees are two strategies used to implement a culture of internal service quality. Through the audit, internal organizations identify their customers, determine their needs, measure how well they are doing, and make improvements. The process parallels market research practices used for external customers, (A. Zeitham Bitner 2002:335).

Does Good Customer Service Pay Off?

That question many people put to us before embarking on a program of search to measure and improve their company's ability to do best what matters most to customers, (Nigel Hill & JM Alexander 2003:31).

A customer who is well treated is more likely to bring more business your way, be repeat purchase, recommendation, putting a larger share of spends in your hands and so on. In addition loyal customers are less likely to seek the lowest prices and the cost of selling to them is much less than the cost of capturing new customers from the competition. Happily customers are the cheapest and most effective form of advertising you can get. Conversely, disappointed customers will not only take their

business away but customers will not only take their business away but customers will not only take their business away but customers will not only take their business away but will probably tell several others about the experience too. Whilst it may take repeated positive encounters to create customer loyalty is usually only takes to negative ones to make an enemy for life. There are not many third chances. Consider your own experience and behavior as a customer for a moment and you will recognize these facts, whether in your personal or business life, (Nigel Hill & JM Alexander 2003:31).

Attracting new customers costs more than retaining Existing customers

A satisfied customer stays with a company longer, spends more and may deepen the relationship. For example a happy credit card customer may enlist the company's financial services and later take travel insurance.

This is an easy "sell", compared with direct marketing campaigns, television advertisements and other sophisticated and expensive approaches to attract new customers, (Lyndsay Swinton 2009:1-6).

Understand your customers' needs and meet them

How can you meet your customers' needs, if you don't know them? To understand your customer's needs, just listen to the "voice of the customer" and take action accordingly.

Customer listening can be done in many ways, for example feedback forms, mystery shopping, and satisfaction surveys. Some companies involve senior employees in customer listening to ensure decisions benefit the customer as much as the company, (Lyndsay Swinton 19 March,2009:1-6).

Good process and product design is important

Good quality customer service is only one factor in meeting customer needs. Well designed products and processes will meet customers' needs more often. Quality movements, such as Six Sigma, consider the "cost of quality" resulting from broken processes or products. Is it better to service the customer well than to eradicate the reason for them to contact you in the first instance? (Lyndsay Swinton 19 March,2009:1-6).

Customer service must be consistent

Customers expect consistent quality of customer service; with a similar, familiar look and feel whenever and however they contact the company.

Say you visit an expensive hairdressing salon and receive a friendly welcome, a drink and a great haircut. You are out of town and visit the same hairdressing chain and get no friendly welcome, no drink and a great hair-cut. Are you a satisfied customer who will use that chain again? Probably not, as you did not receive the same customer service – which is more than a good hair-cut, (Lyndsay Swinton 2009:1-6).

Employees are customers too

The quality management movement brought the concept of internal and external customers. Traditionally the focus was on external customers with little thought given to how internal departments interacted. Improving relationships with internal customers and suppliers assists delivery of better customer service to external customers, through reduced lead-times, increased quality and better communication, (Lyndsay Swinton 2009:1-6).

The "Service-Profit Chain" model developed by Harvard University emphasizes the circular relationship between employees, customers and shareholders. Under-staffed, under-trained employees will not deliver good quality customer service, driving customers away. Equal effort must be made in attracting, motivating and retaining

employees as is made for customers, ultimately delivering improved shareholder returns. Better shareholder returns mean more money is available to invest in employees and so the circle continues, (Lyndsay Swinton 2009:1-6).

Product provides a bundle of satisfaction that the consumer derives from the product itself, along with its promotion, distribution, and price. For a product or service to be successful in any market, whether at home or overseas, it must therefore primarily satisfy customer needs. In order to satisfy these needs more precisely marketers should employ market segmentation, product positioning and other marketing techniques, (Sak Onkvist,J.shaw 1997).

Open all communications channels

The customer wants to contact you in many ways – face to face, by mail, phone, fax, and email - and will expect all of these communication channels to be open and easily inter-mingled.

This presents a technical challenge, as it requires an integrated, streamlined solution providing the employee with the information they need to effectively service the customer, (Lyndsay Swinton 2009:1-6).

Every customer contact is a chance to shine

If a customer contact concerns a broken process, then empowered employees will be able to resolve the complaint swiftly, possibly enhancing the customer's perception of the company. Feeding back this information allows corrective action to be made, stopping further occurrences of the error.

If you inform customers about new products or services when they contact you, you may make a valuable sale, turning your cost centre into a profit centre. This is only possible when you have a good relationship with your customer, where you understand their specific needs. A targeted sales pitch will have a good chance of success, as the customer is pre-sold on the company's reputation, (Lyndsay Swinton, 2009:1-6).

People expect good customer service everywhere.

Think about an average day – you travel on a train, you buy coffee, you work. You expect your train to be on time, clean and be a reasonable cost. You expect your coffee to be hot and delivered quickly. You expect your work mates to work with you, enabling you to get the job done.

People become frustrated when their expectations are not met, and increasingly demand higher service quality in more areas of their lives.

Providing outstanding customer service at the right price is the holy grail of most companies. It is worth remembering that we all experience customer service every day. We can learn from these and apply them in our own line of work, whatever it may be. The quality of customer service will make you stand out from your competitors – make sure it's for the right reasons, (Lyndsay Swinton 2009).

2.2 Objective of the Service:

The primary objective of service producers and marketers is identical to that of all marketers: to develop and provide offerings that satisfy consumer needs and expectations, thereby ensuring their own economic survival. In other words, service marketers need to be able to close the customer gap between expectation and perceptions. To achieve this objective, service providers need to understand how consumers choose and evaluate their service offerings. Unfortunately, most of what is known about consumer evaluation processes pertains specifically to goods. The assumption appears to be that services, if not identical to goods, are at least similar enough in the consumer's mind that they are chosen and evaluated in the same manner, (Valarie A. Zeithaml et al 2004:35).

2.3 Hire the Right People

One of the best ways to close gap is to start with the right service delivery people from the beginning. This implies that considerable attention should be focused on hiring and recruiting service personnel. Such attention is contrary to traditional practices in many service industries, where service personnel are the lowest on the

corporate ladder and work for minimum wage. But even in these industries, managers are beginning to focus on more effective recruitment practices. At the other end of the spectrum, in the professional services, the most important recruiting criteria are typically technical training, certifications, and expertise; however, here too many organizations are looking above and beyond the technical qualification of applicants to assess their customer and service orientation as well, (Valarie A. Zeithaml et al 2004:35).

2.4 Compete for the best People

To get the best people, an organization needs to identify them and compete with other organizations to hire them. Leonard Berry and A. Parasuraman refer to this as “competing for talent market share.” They suggest that firms act as marketers in their pursuit of the best employees, just as they use their marketing expertise to compete for customers. Thinking of recruiting as a marketing activity results in addressing issues of market (employee) segmentation, product (job) design, and promotion of job availability in ways that attract potential long-term employees, (Valarie A. Zeithaml et al 2004:35).

2.5 Hire for Service Competencies and Service inclination

Once potential employees have been identified, organizations need to be conscientious in interviewing and screening to truly identify the best people from the pool of candidates. It has been suggested that service employees need two complementary capacities: they need both service competencies and service inclination. (Valarie A. Zeithaml et al 2004:35)

2.6 Develop People to Deliver Service Quality

To grow and maintain a workforce that is customer oriented and focused on delivering quality, an organization must develop its employees to deliver service quality. That is

once it has hired the right employees the organization must train and work with these individuals to ensure service performance, (Valarie A. Zeithaml et al 2004:35).

2.7 Listening to Customers

By initiating customer feedback processes, the company learned of new service needs of its customers, and of service issues it needed to address. A major issue, addressed early and, was reliability. The most important thing for customers in the freight-handling business is that their shipments get picked up on time and delivered on time and that nothing is damaged. These are simple rules of service reliability that Yellow and many of its competitors were not performing well six years ago. Now Yellow has fixed these basic issues, through the infusion of technology and lots of employee communication training motivation, and incentive programs. Major investments in service recover processes were also part of the solutions.

Good customer service is all about bringing customers back. And about sending them away happy – happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers, (Valarie A. Zeithaml et al 2004:35).

2.8 Trends in Product and service Design

Over the last few years, the designing of products and services has increased emphasis on a number of aspects of design. Some of these are strictly related to products design, while others are related to both product and service design. Among them are the following:

1. Increased emphasis on customer satisfaction and increased pressure to be competitive. Total quality management programs, which have customer satisfaction as their primary focus, contribute to this.
2. Increased emphasis on reducing the time needed to introduce a new product or service.

3. Increased emphasis on reducing the time needed to produce a product or provide a service. Reduced production time usually results in lower cost and higher quality.
4. Greater attention to the capabilities of the organization to produce or deliver the item.
5. Greater attention to environmental concerns, including waste minimization, recycling parts, and disposal of worn out products.
6. Increased emphasis on designing products and services that are user friendly.
7. Increased effort to use less material for products (e.g., concentrated liquid detergents) and less packaging.

In competitive environment, getting new or improved products or services to the market ahead of competitors gives an organization a competitive advantage that can lead to increased profits and an increased market share, and create an image of the organization as leader. In the not for profit sector, getting new or improved products or services to the market as quickly as possible enables organizations to increase their level of customer service, (William J. Stevenson 1999:151).

CHAPTER THREE

3. DATA PRESENTATION AND INTERPRETATION

This chapter is devoted to analyze and interpret the data which were filled out by the respondent of the sample population.

3.1. Characteristics of the Respondents

In order to assess customer handling & quality service of AMWSC, the student researcher has designed 120 questioners for customers and employees of AMWSC among which 80 questioners were distributed to customers and the remaining 40 were filled by employees of AMWSC. From the total number of questioner distributed to the respondent customers, only 60 or 85.71 were returned. Moreover, the researcher conducted an interview with the manager of marketing department and discussions were taken place with selected employees of AMWSC. Out of the total number of questioner distributed to customers and employees, 100 questioners were returned.

Table 1: Back ground of Respondents.

No	Item	No of Respondent	Percentage
1	Sex		
	a. Male	34	57
	b. Female	26	44
TOTAL		60	100
2	Age		
	a. < 20	-	-
	b. 20 -30	15	25
	c. 31 – 45	25	42
	d. > 46	20	33
TOTAL		60	100
3	Level of Education		
	a. < 12 Grade	15	25
	b. 12 Complete	20	33
	c. Certificate	10	17
	d. Diploma	12	20
	e. 1 st degree	3	5
TOTAL		60	100
4	Occupation		
	a. Government employee	5	8
	b. Merchant /Trader/	45	75
	c. Broker	2	3
	d. Other	7	12
TOTAL		60	100

According to customer respondents, **item 1** of **table 1**, the male and female respondent customers account 57% and 43% respectively from this we can infer that, the majority of the sample respondents are male. Moreover, the male customers have more external exposure than female customers.

Item 2 of table 1 indicates that from the total group of respondent customers, 25% of respondents' are in the age group of 20-30 and 42% are in the age group of 31-45 and 33% are above 46 respectively. This implies that the majority of respondent customers of the AMWSC are between ages of 31 - 45. This implies the customer of AMW the majorities of them are aged people and well experienced in using different products. This means the student researcher expect useful information for his research from those people.

Concerning on educational level of customer respondents, **item 3 of table 1** shows that 5% of the customers are degree holders 20% are diploma holders, 17% are certificate and 33% and 25% of them have 12 grade completed and less than 12 grade respectively. This indicates that majorities (98%) of customers' respondents of AMWSC are educated, and they may know well about standard of service quality. As a result, it is safe to say that they can give reliable information about the service quality of the AMWSC.

Regarding to occupation of respondents, **item 4 of table 1** show that the merchant trader are the greater proportion of the occupation category by scoring 75% of the hole customer respondents. The remaining sample unit, 8% and 3% are government employees and while, the rest 12% were occupied in different jobs. One can possibly say that, the majority customers of AMWSC are merchants who are involved in trading activities. They know what good customer service means. Good customer service is "all about bringing customer back, and about sending them away-happy enough to pass positive feedback about their business along."

3.2 Analysis of the Findings

Table 2: Reason for selecting product and service category used by customers.

No	Item	No of Respondents	Percent
1	Customers reason for choosing AMWSC		
	a. No substitute product	9	15
	b. It is my favorite product	25	42
	c. Persuasion by advertisement	20	33
	d. Other reason	6	10
TOTAL		60	100
2	Service type received by customers.		
	a. House hold	12	20
	b. Reseller	21	35
	c. Hall Sealer	9	15
	d. Hotel and restaurant	18	30
TOTAL		60	100

As shown in **item 1** of **table 2**, 15% of the respondent customer choose Ambo Mineral Water product because they believe that here is no substitute product for ambo to their locality, 42% of respondent became customer because of AMW is their favorite products, and the rest 33% of customers drink AMW through advertisement persuasion and the remaining 10% were motivated and become customers of AMW.

This implies, the majority of people are AMW's customer because it is their favorite products. This plays a major role in pushing customers to select the AMW moreover; advertisement motivates considerable number of customers to choose AMW as their

preference. Item 2 of table 2 depicts that 20% of respondent customers are Households, 35% are Resellers, and 15% are wholesalers. The remaining 30% of the respondent are users for hotel services accordingly. It's believed that the traders are significantly using AMW rather individual's households.

Table 3: Customers Expectation

No	Item	No. of Respondent	Percent
1	What is customer's expectation of AMWSC?		
	a. Very high	34	57
	b. High	20	33
	c. Medium	6	10
	d. lower	-	-
TOTAL		60	100

As clearly shown the above table, 57% of the respondents have very high expectation for the AMW before joining it, on the other hand 33% of the respondent customers of AMW had high expectation. The remaining 10% has medium expectation. This indicates that, the majority of customer expectations are very high to the AMW.

As indicated in the literature review in **chapter 2** that the rules for good customer service including the difference between service delivery of the AMWSC and over promising in advertising. Therefore, AMWSC should fill the gap between service delivery and external communication to customer.

Table 4: Kind of distribution system

No.	Item	No of Respondent	Percent
1	What kind of distribution system does AMWSC to use better? a. Distributed by company sales track b. It's better to distributes be agents c. It's better to have petty sales in the company place in addition to sales track d. Other comment.	15 40 5 -	25 67 8 -
TOTAL		60	100

According to **Item 1 table 4**, 25% and 67% of the persons responding are interested with distribution by company's sales track, and distributor by agents respectively, and the rest 5% has choice additional pity sales in the company in addition to the sales track.

This response implies that AMWSC its revise to his delivery service. As indicated in the literature in chapter 2, listen to your customer, let your customer talk and show that you are listening by making the appropriate responses. Such as, suggesting how to solve the problem.

Table 5: Knowledge and Skill of the Customers Contact

Personnel (Efficiency & Effectiveness)

No.	Item	No. of Respondents	Percent
1	Employee knowledge and skill a. Very high b. High c. Medium d. Very low	5 10 45 -	8 17 75 -
TOTAL		60	100

According to customer's respondents responds at **Table 5**, 5% of AMW have very high knowledge and skills regarding their profession, and 10% replied that the employee has high knowledge and skills. Whereas, 45% of the customer responds knowledge and skills of AMWSC employee are medium towards their working field respectively. From this one can possibly say that, the AMW personnel's are less knowledgeable and skill full to deliver superior service quality.

This respond of customer, implies that the majority of AMWSC employee knowledge and skill are medium. As indicate in the literature review Chapter 2. Hire the right people is one of the best ways to close gap, and to start with the right service delivery people from the beginning

Table 6: Complaints of Customer in AMWSC.

No.	Item	No. of Respondents	Percent
1	Have you ever any complaint on AMWSC service applied to the co.		
	a. Yes	50	83
	b. No	10	17
TOTAL		60	100
2	To whom do you proposed your complain		
	a. To manager	-	-
	b. To complaint handling department	-	-
	c. Marketing Manager	24	40
	d. To one of staff members	36	60
TOTAL		60	100
3	To whom do you proposed your complain		
	a. Fast and Good	12	20
	b. Very late	35	58
	c. No response	3	5
	d. Unsatisfied	10	17
TOTAL		60	100

According to **item 1 of table 6**, majority of the sample size (83%) has an experience in complaining their grievance, towards the AMWSC service for the responsible concerned parties. In contrast the remaining 10% are, never complaining the AMWSC weakness in delivering the desirable service to them. It means that, AMWSC give due consideration in receiving customers problem and complain.

Concerning to whom do you complain, **Items 2 of table 6**, shows that, majority of the sample respondents (40%) complain addressed to the marketing manager and 60% are forwarded their complain to one of the staff member of the AMWSC. From this it is possible to conclude that, either thus customers don't get the opportunity to complain handling department or don't know where, or who is complaint handling department.

Regarding the response given from AMWSC for complains **item 3 of table 6**, shows that 20% of customers obtained fast and good respond for their complain. Whereas, 58% believe that AMWSC is very late in responding for customer complain. In contrast to this 5% and 17% of the sample customers don not response for complain and unsatisfied with the AMWSC response.

Based on the above finding one can conclude that, AMWSC is very late in answering customers complain as well as in solving customers' problem. This shows that AMWSC have to adjust its customer handling and delivering service. As indicate in the literature review in chapter 2, listening to customers, by initiating customer feedback Processes, the company learned of new service needs of its customers, and of service issues it needed to address a major issue, addressed early and was reliability.

Table: 7 Service Problems in AMWSC

No.	Item	No. of Respondents	Percent
1	Products distribution and service delivery time		
	a. Short and good.	16	27
	b. Average	4	7
	c. Long time intervals	40	66
TOTAL		60	100
2	Did the customer can get the product whenever he/she needs?		
	a. Yes	17	28
	b. No	43	72
	TOTAL		60

From **Item 1** of **table 7**, 27% of the samples customers' respondent that product distribution and service delivery timing is short and good. 7% of customers responded that product distribution and service delivery time is average which 66% of respondents agreed that the AMWSC takes long time for its product distribution.

Item 2 of **table 7** shows that 28% of customer respond, that they can get the product whenever they need, but majority of the sample respondents 72% answer that they can't get the product whenever they need.

From the above information it is possible to say that, majority of customers are spending long period of time to acquire the desired product & service. As a result they are becoming dissatisfied. This shows that the product distribution & delivering service are unbalanced and more of the customers are not satisfied as indicated in the literature review in chapter 2 that explained about understand your customers' need and meet them.

Table 8: Involvement of AMWSC Introduction of new Service.

No.	Item	No. of Respondents	Percent
1	Did you believe AMWSC has an adaptation of innovation and a modern system of new Quality service and customer handling experience?		
	a. Yes	18	30
	b. No	42	70
TOTAL		60	100

It is easily observable in the above **table 8, Item 1**, 70% of the respondents claimed that AMWSC is effective in using new technologies and innovations in the beverage industry. Whereas, 30% of respondents customers believed that AMWSC has a culture in adapting innovations and new technologies from this one can infer that AMWSC is less adapting different technologies and new service scheme in the dynamic beverage industry.

For the question that respondent who answer no, why the customer didn't think that AMWSC is not using the modern system of quality service and customer handling in the open ended part. According to the respondents most of the customer did not get the product whenever they need. Even when they request to get the product, the answer of the company or the sales man that he can't give them the product at that time because of it is not their turn on that day. Therefore, customer may be forced to buy the product from the resellers with very expansive and exaggerated price. This shows that AMWSC did not give immediate solution for its customers. This makes the customer to look for another substantive product. This means that, AMWSC is going to lose some number of customers. As indicated in the literature review in chapter 2 , Trained in Product and Service design that in competitive environment, getting new or improve products or services to the market ahead of competitors given an organization a competitive advantage.

Table 9 : Service Quality standards of AMBWSC for Customer

No.	Item	Very Good		Moderate Good		Poor		Very poor	
1	How do you get the service quality of AMWSC after you become customer of AMWSC?	6	10%	14	23.33%	29	48.33%	11	18.33%
2	How do you see service quality of the AMWSC as compared to competitors?	7	12%	13	22%	34	57%	6	10%

As **Item 1** of **table 9** depicts that question what is your perception regarding the service quality after becoming a customer of AMWSC, 10% and 23.33% of sample customers of AMWSC responded that the service quality of the AMWSC is very good and moderately good, 48.33% rate the service quality as a poor and 18.33% responded as very poor. One can possibly infer that, majority of the customer has poor expectation about service quality of the AMWSC.

As **Item 2** of **table 9** rivals, 12% sample customers responded that, the service quality of AMWSC is very good as compared to competitors, while 22% of the respondent believed that service quality of AMWSC is moderately good than the competitors. Whereas, according to the majority of the respondents 57% of responds are the service quality of AMWSC is poor as compared to the competitor beverage service quality of AMWSC and the rest 10% Saied that service quality of the customer judged, the service quality of AMWSC is very poor. From this as one clearly notice that majority of the customer judged the service quality of AMWSC as a poor.

Consequently, some respondents to open ended item question responds that, the service quality of the AMWSC is generally poor. This means the majority of customers of AMWSC are quite dissatisfied on the service quality of AMWSC.

In this dissatisfaction of the customers of AMWSC that might be the reflection of weakness of the management on the investing for satisfaction of customers. This

may be a major reason for many customers needs to shift from AMW to the other substitute products, and those market gaps also helps for the other's new water products to penetrate the market.

Table 10: Back ground of Front Line Personnel

No	Item	No of Respondent	Percentage
1	Sex		
	Male	34	85
	Female	6	15
TOTAL		40	100
2	Educational Back ground		
	< 12 Grade	10	25
	12 Complete	10	25
	Certificate	11	28
	Diploma	4	10
1 st degree and above	5	12	
TOTAL		40	100
3	Work Experience.		
	< 5 Years	-	-
	6 -10 Years	7	18
	11 -15 Years	13	32
Above 15 Years	20	50	
TOTAL		40	100
4	Service Category they Served		
	Sales Man	5	13
	Sales Assistances	10	25
	Sales driver	15	37
Others	10	25	
TOTAL		40	100

From **Item 1 of Table 10** it is under-stood that from the total number of personnel 40 employees of AMWSC are involved in this study. Among which 85% of personnel's were male and the remaining 15% are females. This indicates the majority of recruited personnel of AMWSC are male.

Regarding **item 2 of table10**, 25% and 25% of personnel respondents are less than 12 grade and 12 complete respectively whereas, 28% and 10% of the respondents are Certificates and Diploma the remaining 12% are 1st Degree and above. From this one can infer that the majority of respondent personnel's are less than 12 grad and 12 complete and they are less qualified for their job. This enables the organization to undertake its work by hiring additional educated people and simply by training in short period of familiarizing them with the advanced marketing with the advanced marketing system and maintain a work force that is customer oriented and focus on delivering quality. As indicated in the literature review in chapter 2 that explained about train your staff (if you have any) to be always helpful, courteous and Knowledgeable.

Regarding the personnel's working experience **Item 3 of Table10** shows 18% of respondent are worked in the bottled water selling industry for 6 to 10 years and 32% are for 11 to 15 years while the remaining 50% were worked above 15 years in the marketing sector in the bottled water selling industry between 5 to 15 years and they are well experienced in their profession. Therefore, in this case the AMWSC sales workers are well experienced. As indicated in the literature review in chapter 2 that explained. Train our staff (if you have any) to be always helpful, courteous, and knowledgeable. Then AMWSC has to train its staff to add some knowledge on modern customer handling, and irony of good customer service is that over time it will bring in more new customers than promotions and price slashing ever did.

In **Item 4 of Table 10**, 13% of respondent personnel's are serving in sales man ship 25% for sales assistance 37% are sales driver, the remaining 25% are serving in other service and in different office work respectively. This implies that, large numbers of selected sample personnel's are serving in sales and delivery service. The student researcher selects them as a sample because of their job. They have close relationship with the title of researches that the Delivery service and customer handling of AMWSC.

Table 11: Employee Motivation and Employee View about Salary of AMWSC.

No.	Item	No of Respondent	Percent
1	Do you believe the working environment of AMWSC is comfortable?		
	a. Yes	28	70
	b. No	12	30
TOTAL		40	100
2	Salary payment of AMWSC comparing with competitor.		
	a. Better than other	7	18
	b. Average and fair	10	25
	c. Less than others	23	57
TOTAL		40	100
3	Do AMWSC use an employee motivational tool		
	a. Yes	10	25
	b. No	30	75
TOTAL		40	100

As clearly shown the above **Item 1** of **Table 11**, 70% of the respondent personnel's said that the place or site of the AMWSC in particular and environment in general are convenient. The remaining 30% of the total respondents said the environment is not convenience as indicated in **Item1** of **Table 2** one can say that the working environment and the working site is convenience to the personnel.

As stated in **Item 2** of **table 11**, 18% of the respondents agree with that salary of AMWSC salary is better than other competitor and 25% of respondent personnel's believe AMWSC's payments are average and fair than other competitor, the remaining 57% respondents mentioned that the amount of salary AMWSC is less than other similar company. According to the majority respondents the salary scale of AMWSC is less. This may lead to the dissatisfaction of employees that as indicated in the literature review in:-

Chapter 2 which shows traditionally the focus was on external customers with little thought given to how internal departments interacted. Improving relationships with internal customers and suppliers assists delivery of better customer service to external customers, through reduced lead-times, increased quality and better communication. (Lyndsay Swinton 2009:1-6)

As it is depicted **item 3** of **table 11**, 25% of respondents respond that AMWSC used motivational tools and 75% are responding that AMWSC don't use different motivational tools. According to the majority respondents AMWSC is weak in using motivational tools and less attention is given for different motivational tools that contributed for the success of the AMWSC on delivering superior quality service. As indicated in the literature review in chapter 2, that explained under satisfied, under-trained employees will not deliver good quality customer service, driving customers away.

Table 12: Customer Satisfaction

No.	Item	No of Respondent	Percent
1	Does the AMWSC give priority for customers' Satisfaction?		
	a. Yes	25	63
	b. No	15	37
TOTAL		40	100
2	Does the AMWSC have a means to measure customer satisfaction?		
	a. Yes	30	75
	b. No	10	25
TOTAL		40	100

As indicated in **Item 1** of **Table 12**, 63% of the respondent's personnel said that the AMWSC give priority to customer satisfaction. Whereas, 37% argued that, the

AMWSC do not give special attention for customer's satisfaction this implies that, the AMWSC has recognized that satisfied customer are major source for the organization success. 75% the respondents in **item 2** of **table 12** respond that, the AMWSC has a mechanism or device to know the extent to which customers are satisfied. However, 25% the sample respondents opposed the idea by saying that, there is no means of mechanism in measuring customer satisfaction. As evident here, AMWSC is works highly in using different measurement to identify satisfied and dissatisfied customers.

Table 13: Employee Training Practice in AMWSC

No.	Item	No of Respondent	Percent
1	Have you taken short & continuing training to strength your work performance for AMWSC.		
	a. Yes	8	20
	b. No	32	80
TOTAL		40	100
2	If yes, in what area the training focuses?		
	a. In service delivery standard	8	100
	b. In customer handling	-	-
	c. In my morning area	-	-
	d. In general knowledge	-	-
TOTAL		8	100

As shown in **item 1** of **table 13** the majority of sample personnel of 80% respond that they did not take short and continuing training that strengthen their working performance from AMWSC whereas, the rest 20% of respondent employees obtained short and continuing training that given by the organization. From this one

can confidently said that AMWSC do not give different short and continues training for its employee relatively as expected by the personnel's. However, providing training directly contributes to enhancement of higher workers performance, high level motivation as well as professionals' knowledge and skill in their field.

In **Item 2** of **table 13** that 20% of the respondents have taken short and continuing training towards service delivery standard. Whereas, from this we understand that the training given by AMWSC mainly targeted on in service delivery standard this shows that AMWSC try to give a lot training for few workers, but it is not enough as we see the majority of the sales workers did not take any training to improve their market knowledge in order to be a good sales persons. As indicated in the literature review in chapter 2 that good customer service and acting accordingly "You will be judged by what you do, not what you say."

Table 14 : Coordination of Staff Personnel

No.	Item	No of Respondent	Percent
1	Is there any coordination between subordinates and managers among different departments? a. Yes b. No	 35 5	 88 12
TOTAL		40	100

Concerning the degree of coordination between supervisors & managers among different departments in **table 14** from the total number of sample respondents, the majority of the sample size 88% said that, there is high level of coordination and integrations between subordinate supervisors and managers among different departments. Whereas, less number of respondent employees 12% argued that, there is no smooth coordination and correlation among managers and lower level

workers in the organization. This implies that the management and the worker has no coordination, but in the market area employees from different departments and managers are highly attached each other's and stands together to achieve their common objectives in their organization.

3.2 Interview Analysis

3.2.1 Discussion with dept Marketing Managers of Ambo Mineral Water Share Co.

A started the question, what is the level of coordination between customer handling and other department. The response given by the manager of marketing department shows that excellent co-ordination between sales and marketing department.

Regarding the equation, does AMWSC give adequate orientation regarding the new technological innovation in customer service; the manager replied that not much, because as the factory becomes owned by International Pvt. Co. and has only a one year time let it. It started to introduce a new technological innovation on the marketing & sales area (out lets) and orientation its customers handling to his employees specially who has a direct contact with customers creating good awareness and communication with our customers.

In Additional to the above equation, on what area does it focus the stated orientation? She notified that, their new orientation start on deliver of product and keeping product to have good looking on recording of daily activities, reporting of customer's complaints at list some outlets a day.

Regarding the equation, what rules does the organization use for good customer service. The manager replied that; define marketing as market intelligence, listen to the customer & target customers precisely, visit each out let on weekly basis, deliver the right time and place at affordable price and make customer value the guiding star.

Asked if there is any programs to improve its customer handling the manager replied that to create customer focus throughout the business, listen to our customer, build customer relationship and loyalty and target customer and their needs and wants.

According to W/ro. Selamawit Belayneh the main problem regarding service quality of the AMW is the un availability of registered out lets (customers in Addis Ababa), lack of heavy tracer to transport the product from production area to distribution area (120 Km apart) (Ambo to Addis), shortage of capacity on the production at this moment because, their plant on the way expansion and lack of skilled sales forces and so on.

Regarding the question, that if she thinks, well designed product and process is a factor for good quality customer service, the manager replied that, yes, we think that well designed product and process is the activities that track changing customer needs and competitive actions. Communicate the product offerings unique advantages through well designed and sales effort to maintain customer good quality service.

While clarifying to the question the action used by the organization to maximize the customer satisfaction, W/ro. Selamawit opined that improving its production capacity, controlling and managing its distribution channels, deliver its product to its out let on time basis door to door sales service give training for its sales man concerning customers service and handling and developing call center area to make a direct contact with customers' complaints.

For question about how company measures its internal service quality, her answer is we do measure internal service quality. Using all contacts, request feedback activities that create with all our internal customers, and how to provided service.

Asked if the organization open all communication channels, she notified that, not at all, but some communication means are opened e.g. Telephone and Fax.

Regarding the question the method that the company used attracting a new customer, the manager replied that, their plan is to lead the customer with new

products rather than ask them what kind of product they want. The new customer doesn't know what is better, but we do so instead of doing lot of marketing research. We refine our thinking one product design and package, by using advertizing media convincing the new customer to use our product. Make deference in quality customer service than any competitors.

The Manager thinks that they hired the right people, who are well skilled in their profession. Finally the Marketing Manager said that, the manager concentrating for the company is shortage of product at time of pick market, skilled manpower and commented sales persons, but we are starting to train the sales persons and heavy trucks that transporting products from production area to sales (distribution point).

CHAPTER FOUR

4. SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter summarizes the main findings of the study and forwards recommendations based on the conclusions.

4.1 Summary of Findings

The study was designed to examine the Quality Service and Customer handling of AMWSC. It was also suggest possible solution to the problems. It Identified in order to enhance the successful quality service, and customer handling.

To collect the relevant data for the study, the student researcher distributed questionnaires' to 60 randomly selected representative customer and 40 employees from AMWSC. The responses given by the respondents have been analyzed and interpreted. Therefore, on the basis of the data collected, the study has come up with fallowing findings.

- ✚ The majority of customers of the AMW assuming or expecting good quality service. However, most customers of the AMW have complaint on the AMW service delivery time. They are not satisfied by the product delivery system, and they are fading up of waiting their turn to get AMW, because of the AMWSC sales program to deliver their product. Therefore, people come frustrated when their expectations are not met.
- ✚ A significant number of customers were choosing the AMW due to advertisement persuasion. In addition to this, most of the employees AMWSC are not satisfied by the AMWSC salary payment, which results for higher employer motivation and performance. Finally, large numbers of personnel of AMW complain on educational sponsorship and training given by the AMW.

4.2 Conclusion

The following conclusions are drawing from finding:-

- ❖ Government policies, that forbidden not to drive sales track on some roods and not to stop in some places. This are a very difficult problem for the AMWSC to deliver its product for the customers, and it makes the delivery weighting time to be long. Compared to the number of customers this is the major problems to deliver superior quality of service for customer of AMW.
- ❖ Employees of AMW are less skilled, but experienced to deliver the required service by the customers. This experience needs to support by different short and long term trainings. Working environment of AMWSC is very conductive for employees. Moreover, employees from different departments. Managers are highly attached each other's and stands together to achieve their common goals in their organization.
- ❖ Despite the above strength of the AMWSC, there is some short coming that was identified in the analysis. Customer of AMWSC were had very high expectation about the service quality of the AMW. Actually, their expectations do not much with their perception. Moreover, the service quality of AMWSC is poor as compared to competitors. The Customers of AMWSC do not satisfied by the AMW service, as well as AMWSC is weak in facilitating augmented or additional service for its customer.
- ❖ Moreover, AMWSC do not have an experience of giving short and continuous trainings for its personnel's relatively as it's expected by the staffs. In related to this employees are not well skilled and do not get opportunity for trainings. This implies quality of mismanagement. Particularly there is no much given training but the few given training targeted on individuals or few peoples. Majority of employees do not get this chance. Moreover, the training given by the AMWSC is mainly focused on the area of service delivery standard only.

- ❖ In parallel to this motivation is a very important factor in increasing employees' efficiency, and for the success of AMWSC. The AMWSC Management does not give high attention for different motivational tools such as expected by the personals.
- ❖ In addition AMWSC is very slow in delivering the required service for its customer. As result customers are obliged to west their precious time, and a significance number of customers has a tendency to propose their complaint to the AMWSC. However, AMWSC is very weak in giving instant feedback for service recovery required by the customers. Although, complaint handling department is not available in AMWSC, because of this it is weak in receiving customer's compliant and service recovery. Finally, AMWSC gives less consideration for new customer service activities and innovations in the dynamic customer handling industry.
- ❖ As mentioned in the previous paragraphs the company's main problem in giving service to customer can be summed up in two points. These are shortage of supply, which forced customer to buy the product at higher price than the normal reattaching price and un balance distribution system.
- ❖ In order to solve these problems the company should pursue on it expansion project and make available the product to its customer, hence demand and supply will be at equilibrium, as a result selling prices may stabilize as if. The second point that needs the focus of the company is the way it distributes its product to the clients. Due to limited resources the company cannot afford avoiding its product. On time and quantity required. In since the company should focus on its main activities, production, the marketing and distribution work can be outsourced to the agents so that they can distribute the product efficiently.

4.3 Recommendations

Taking in to account the customer handling practice, and quality service is one of the basic activities of the organization. The following recommendations are given to improve the performance of the department and also the organization as hole.

- ✿ It is advisable for AMWSC to narrow the gap between customers expectation, and actual performance of the AMW by identifying what customers are expect, and by selecting the right service designs and standards.
- ✿ AMWSC should take a correct action to satisfy customers at least be delivering adequate service. One of the best ways to close gap is to start with the right service delivery people from the beginning. This implies that considerable attention should be focused on hiring and recruiting service personnel.
- ✿ The quality management movement brought the concept of internal and external customers. With little thought given to how internal department interacted. Improving relationship with internal customer suppliers assists deliver of better customer service to external customers, through reduced lead-times, increased quality and better communication.
- ✿ AMWSC is recommended to give prompt service recovery. When the delivered service is late of too slow, and when service outcomes are incorrectly executed.
- ✿ In order to dominate competitors and to deliver superior quality service AMWSC should improve its service quality by comparing actual performance with different service quality dimensions and standards such as reliability responsiveness, assurance, empathy and tangibility.
- ✿ AMWSC must increase its employee motivation and skill through compensation systems. Motivational tools and different trainings by giving equal chance, for the appropriate personnel candidates.

- AMWSC has to open complain handling department. This department should work hard by opening all communication channels, because of customer want to contact you in many ways, face to face, mail, fax and e-mail.
- It is advisable for AMW to facilitate adequate and give continuous trainings for its employee to improve their knowledge. Focusing on hiring and recruiting service personal compete to get the best people, “ Computing for talent market share” (Lonard Berry. chap. 2)

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DECLARATION

1. The undersigned, declare that this senior essay/project is my original work, prepared under the guidance of Ato Meselu Fanta. All sources of materials used for the manuscript have been duly acknowledged.

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ADVISOR'S APPROVAL

This senior research paper has been submitted to department of Management in partial fulfillment for the requirements of BA degree in Management with my approval as an advisor

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Signature _____

APPENDICES