



**A DESCRIPTIVE STUDY OF MONETARY AND NON-MONETARY
SALES PROMOTIONAL STRATEGY: A CASE STUDY ON
HEINEKEN BREWERIES S.C.**

BY: YONATHAN WORKU

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDY**

MARKETING MANAGEMENT PROGRAM UNIT

JUNE 2018

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DECLARATION

I, the undersigned **Yonathan Worku** declare that the thesis is my original work and that the work has not been submitted for any other degree or professional qualification in any other university. I confirm that all sources of material used for the thesis have been dully acknowledged.

Signature: _____ *Date:* _____

Yonathan Worku

ENDORSEMENT

This is to certify that **Yonathan Worku** carried out his thesis on “*A Descriptive Study of Monetary and Non-Monetary Sales Promotional Strategy: A Case Study of Heineken Breweries S.C.*” and submitted in partial fulfillment of the requirements for the award of the degree of Masters of Art in Marketing Management at St. Marry University with my approval as university advisor.

Signature: _____ Date: _____

Tekelgyorgis Assefa (*Assistant Professor*) – Advisor

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ABSTRACT

The study of sales promotional tools and consumer behavior is paramount to any successful business aiming to understand and layout it's marketing and sales strategy. The purpose of this study to provide a qualitative analysis on the difference between Monetary and Non-monetary sales promotion strategies in the Ethiopian Beer industry by taking different tools used by Heineken breweries to promote its brand and demonstrate customers' perception towards these strategies. For this study, data was collected through questionnaire from 90 end consumers and 30 outlet owners and a structured interview with the sales representatives to validate theoretical and empirical research questions. Results reveal that the sampled brewery (Heineken) uses both Monetary and Non-monetary sales promotional tools based on the intended End goal, The Target Channels and the Short Vs. Long term Objectives. The tools used are; Corporate Sponsorship, Discounted Price, Mystery shopper, Extra Product, Free Samples, Under the Cork Prizes, Vouchers/Coupons and Lottery and Gifts and Goody bag. Finding of the study also shows that there several events can trigger higher sales but majority of the respondents agreed that; the type of sales promotion tool used and timing of sales promotion were the biggest influencers to buying Heineken brewery product and the highest sales is recorded during "Under the Cork" promotional season (Prizes hidden under the cork of Walia Beer).

KEY WORDS: *Monetary Sales Promotion, Non- Monetary Sales Promotion, Beer Brands*

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In the current competitive world, we live in, the playing field has changed with sales promotions leading the way in both local and national marketing budgets. According to the wall street journal (2017), Marketing budgets comprise on average 11% of total company budgets and more than 24% for consumer-packaged goods sector including the beverages industry. The need for this spend is justified by increased revenue, higher market share and the desire to stand out among competitors. Overtime, as consumers become increasingly sensitive towards the sales promotion strategies, marketers need to identify the most suitable promotion strategy to be implemented in their products. These sales promotion strategies are either monetary or non-monetary tools that aim at increasing the number of consumers; change purchasing behaviors and build brand perception.

Marketing Promotion is a tool that companies use to achieve their sales and market share targets to increase their profit. These promotional activities are generally characterized as general promotion or advertising and sales promotion. Gherasim (2012) has argued that sales promotion and general promotion are different marketing strategies that play different roles in the market place. General promotion or advertising intents to position a product or service against that of competitors to convey a message about the brand to its consumers. A television commercial for a new model of smartphone that highlights the features and overall specification is an example of an advertising. Sales promotion on the other hand is defined as a variety of strategies designed to offer purchasers an extra incentive to buy. It emphasizes on the short-term gain of creating a stronger incentive and motivational strategy to increase the purchasing behavior and encourage consumers to switch brands. Examples of sales promotion is “Buy one get one free”, price discounts in the retail sector etc.

This study is focused on only sales promotion strategies and according to Quelch (1989) there are two major categories of sales promotion strategies; monetary and nonmonetary promotion. **Monetary sales promotion:** are promotional tools that provide a monetary stimulus and can capture the attention individuals as they represent a cost saving means to increased purchasing power. They manifest as a price discount or an additional quantity of the product. This type of tool typically aims to fulfill short-term objectives and communicate utilitarian benefits of monetary savings, improved product quality, and shopping convenience for the consumer. **Non-monetary;** offer a non-monetary stimulus by attracting the individual's attention because of the additional benefit they provide, above and beyond the product itself. This may be in the form of tangible or intangible gifts. These types of promotions primarily provide indulgent benefits like entertainment, exploration and benefits deemed as functional and emotional Quelch (1989).

This research is a descriptive study that will try to explain the different types of sales promotional tools used in the beer industry in Ethiopia taking the case study of Heineken Brewery S.C. and the brands it represents.

1.2. Statements of the Problem

The Beer industry in Ethiopia has gone through tremendous growth since the first brewery, established in 1922 by St. George Beer. There are more than 20 brands in Ethiopia and 7 breweries. In the last two decades, the industry has evolved into one of the most competitive arena in the food and beverages sector attracting giant foreign companies. Among these foreign companies Heineken Brewery, the world-renowned brewery, with a presence in 84 countries, operating over 165 breweries and producing 254 brands, entered the Ethiopian market in 2011. It entered the market through the acquisition of Bedele and Harar breweries. In 2015 it officially inaugurated its new brewery at a greenfield site in Kilinto on the outskirts of Addis Ababa with an initial production capacity of 1.5M hectoliters and an investment of 110 million euros.

The company currently produces 9 alcoholic beer brands including its' flagship Heineken beer and 2 nonalcoholic beer brands. The brands include: *Walia* 33cl, *Walia* 50cl, *Walia* Draft, *Walia* Radler, Heineken b33cl, Bedele Special 33cl, Bedele Special 50 cl, *Harar* 33cl, *Harar* draft and Sofi Malt and Buckler under the nonalcoholic segment.

It is also known for its sales promotional activities which are brand specific and widely recognized among consumers. This study will provide a descriptive analysis on the different promotional tools used by the brewery, the effectiveness of each tool and the perception and preferences it cascades down to its customers. This research has identified that there is a gap in descriptive study and literature on the current sales promotion strategies used by the alcoholic beverages sector specifically the beer industry in Ethiopia.

1.3. Research Questions

This study is expected to answer the following basic research questions:

1. What are the major promotional tools that are used by Heineken brewery?
2. What are the different monetary and non-monetary sales promotion strategies used by Heineken?
3. What are the factors considered in selecting the sales promotion tools to be used?
4. Which tools are preferred by the consumers?

1.4. Objective of the Study

1.4.1 General Objective of the Study

The general objective of this study is to provide a qualitative analysis on the difference between Monetary and Non- monetary sales promotion strategies by taking different tools used by Heineken breweries to promote its brand and demonstrate customers' perception towards these strategies.

1.4.2 Specific Objectives

This research is designed:

- To analyze the different sales promotion strategies and tools used by Heineken breweries S.C
- To identify the different monetary and non-monetary sales promotion tools used by Heineken S.C.
- To examine the factors that the company considers in selecting the promotional tools being implemented
- To identify customers preferences on these sales promotions

1.5. Scope of the Study

Promotional activity includes general promotional activities like advertising and sales promotion activities and this study is limited only on the sales promotion. The study focus area is on the sales promotional activities specifically price promotion and non-price promotion. With this research, the author will evaluate both strategies to give a qualitative analysis on the effectiveness of the strategies and the impact on customers preference based on the gained benefit. Furthermore, the study is limited to the beer industry and the author will use Heineken breweries and only its alcoholic brands as a case study for the analysis and recommendation.

1.6. Limitation of the Study

The research had a few unavoidable limitations in reaching the aim of providing an answer to the research questions raised. Due to time and cost constraint the study was forced to delineate the target population geographically and the sample size of the respondents selected for filling the questionnaire. Hence, to generalize the result for a large group the study should have involved more respondents from different geographical areas. Furthermore, the researcher had difficulty in finding previous studies done in relation to the topic in the Ethiopian context.

1.7. Significance of the study

This study will add to the literature on sales promotion strategies in the Ethiopian Beer industry context taking one of the best brewery as a case study. It will also try to provide a clear definition between promotion, advertising and sales promotion to potentially help eliminate the confusion among the marketing fields in Ethiopia. The study will also try to provide a documented best practice of the tried and tested promotional strategies used by the company in study and the effects of each of the strategies. The study will also provide insights for further research on other industries at a wider scope.

1.8. Organization of the study

This thesis is organized in five sections or chapters. The first chapter provides an overview and introduction to the study and defines the statement of the problem and objective of the study. The second chapter provide related literature review with specific emphasis on the theoretical, methodological and empirical features. The third chapter explains the research methodology and design. The fourth chapter includes analysis and results of the collected data. The fifth chapter focuses on providing a summary of the results, concludes and recommends on the research outcome.

CHAPTER TWO

REVIEW OF RELATED LITREATURE

2.1. Theoretical Literature

Promotion and sales promotion are two terms that have been used interchangeably out of confusion. Promotion is a marketing tool by which firms communicate with their customers. It is one element of promotional-mix elements like Sales promotion, Advertising, Direct selling and Public relations, hence sales promotion is a subset of Promotion, Belch (2004). There is also a misconception between advertising and sales promotion though both fall under the same marketing mix i.e., Promotion. According to Gherasim (2012), advertising aims to inform potential buyers about the company and sales promotion turns them into actual buyers. Advertising generally refers to controlled, paid messages addressed to a wide audience, while promotion includes paid and free marketing activities addressing a certain group of consumers. Through time companies have recognized the importance of sales promotion in combination with the other marketing mix. Belch (2004), has proved that marketers are changing their budget allocation, spending on sales promotion activities have surpassed advertising media expenditures for years and continues to rise.

2.1.1. Sales Promotion

Sales promotion is one of the marketing mix that is aimed at pushing short terms sales and hence revenue. Different scholars have tried to provide a distinct definition of sales promotion. Belch (2004) defines sales promotion as marketing activities that offer extra value or incentives to consumers or middle men and stimulate immediate sales. Gherasim (2012) has argued that sales promotion and general promotion are different marketing strategies that play different roles in market place. For instance, general promotion is described as the activity, which is aimed to communicate and improve the relationship between the product's brand, services and consumers (Blattberg & Neslin, 1990).

Conversely, Kotler (1999) has defined sales promotion as “a diverse collection of incentives, mostly short-term, designed to stimulate quicker and greater purchase of particular products/services by consumers”. In other words, sales promotion has emphasized stronger stimuli and the motivational strategy to increase the purchasing behavior and to also encourage the consumer to switch. Sales promotion can also create long-term effects like brand loyalty. According to the study conducted by Li-xin&Shou-Lian, (cited in Mendez et, al. 2015), sales promotion activities have indirect effects on brand loyalty through customer satisfaction, which in turn has direct effects on brand loyalty.

Sales promotion is short term tool and cannot be conducted on a continuous basis, because they will eventually become ineffective. It seeks to motivate the customer in the short term with the basic objectives of introducing new products, attracting new customers, helping firm remain competitive and increasing sales in off season (Kotler et, al., 2005). Sales promotion tools provide three distinctive benefits: (1) **Communication**; it captures consumer attention, giving information that may lead the consumer to buy the product, merely create awareness (2) **Incentive**; provides some convenience or temptation with a value for the consumer to purchase the product and (3) **Invitation**; a distinct offer or suggestion for on spot purchase (Kotler et, al. 2002).

2.1.2. Categorization of Sales Promotion

Generally, sales promotion can be categorized as whether they are framed as gains or as reduced losses. The promotion framed as a gain will have benefits that are separate from the original purchase price, while the promotion framed as a loss will be reducing the initial purchase price (Diamond & Campbell,1990). Sales promotion can also be categorized based on the target segment; consumer-oriented and trade-oriented activities (Blattberg & Neslin, 1990). **Consumer Oriented sales promotion** is targeted to the ultimate user of goods and services and includes samples, coupons, premiums, rebates, gifts and various point-of-purchase materials aimed at encouraging consumers to make an immediate purchase and thus can stimulate short-term sales. **Trade-Oriented Sales promotion** targets intermediaries like distributors, wholesalers and retailers.

Promotional and merchandising allowances, price deals, sales contests, and trade shows are some of the promotional tools used to encourage the trade to stock and promote a company's products (Blattberg & Neslin, 1990).

Sales promotion strategies are also grouped as Push, Pull or a combination of push and pull (Corniani, 2008). **Push Sales Strategy;** steams from companies who "push" their product through the value chain to the consumer. Incentives are offered that give each middle-carrier motivation to convince the next person to buy the product. Traditionally, this technique includes premiums, wholesale discounts and buy-back guarantees. The techniques are used in the Trade oriented sales promotion strategies (Blattberg & Neslin, 1990). **Pull Sales Strategy;** works by making the end consumer interested in the product to create a demand. These tools are used in the consumer oriented sales promotion strategy. A combination of push and pull are usually used by companies to create a motivated buyer base and an eager middleman (Corniani, 2008).

Quelch (1989), groups the different sales promotion strategies into monetary and non-monetary promotion which can also be either gains or loss reducing based on the benefit they to give customers. **Monetary or sales promotion:** are tools that provide a monetary incentive and can capture the attention of the individuals as they represent a cost saving means to increased purchasing power. They manifest as a price discount or an additional quantity of the product. This type of tool typically aims to fulfill short-term objectives and communicate utilitarian benefits of monetary savings, improved product quality, and shopping convenience for the consumer. To the marketer they are used for increasing the sales volume of the product, incentivizing re-purchase, introducing new brands or triggering a change of brands. (Kotler and Keller, 2009). **Non-monetary;** offer a non-monetary stimulus by attracting the individual's attention because of the additional benefit they provide, above and beyond the product itself. This may be in the form of some tangible or intangible gifts. These types of promotions primarily provide indulgent benefits like entertainment, exploration and benefits deemed as functional and emotional (Kwok and Uncles, 2005). Kotler and Keller (2009) have provided a list of commonly used Sales promotion strategies.

Namely, Contests, games, sweepstakes, lotteries, Premiums and gifts, Sampling Fairs and trade shows Exhibits, Demonstrations, Coupons, Rebates, Low-interest financing Trade-in allowances and Continuity Programs Tie-ins

2.2. Empirical Literature

Numerous studies have been conducted to examine sales promotion strategies used by different companies in different industry and the responses of consumer to these tools. Both monetary and non-monetary sales promotions have the ability in influencing the consumers' purchasing behavior. What is essential is to identify which type of sales promotion is suitable for their products to achieve the greatest positive outcome and maintain the quality of their products before and after the sales promotion (Wong and Rashad,2015). In choosing between Price (Monetary) and non-price (Non-monetary) promotional tools different scholars have established that sometimes using price promotion with a popular brand might have a counteractive effect as discount undermines the value perception for high brand products and it is easy to copy by the competitors (Kotler and Keller, 2009).

A study conducted by Priyanka and Somesh (2015), on Non- monetary sales promotion revealed that customers feel valued when the reward enhances the customer perceived value of product. The study also highlighted that non-monetary sales promotion can be made more effective by considering three factors 1) Enhancing the customer perceived value of product 2) Utility of reward 3) homogeneity of the reward with the product. On the other hand, Sabbir & Tadele (2010) suggest monetary sales promotion works best during the introduction stage of a product. consumers of newly introduced products will use the price of the product as a trigger for a quality and favor to have cash discount rather than gift offers. The study also provided an insight as to how sales promotion stimulates impulse buying behavior. According to Wong and Rashad (2015), Sales promotion has the potential of achieving long term profits in addition to the short-term sales boost. These long-term goals are achieved through influencing the consumer's self-perception and self-satisfaction and in the development of loyal customers.

On the contrary, sales promotions can have either a positive or negative impact on brand loyalty, Mendez et, al. (2015) suggest that sales promotions can either reinforce or reduce the behavior of brand loyalty. Their finding on a “Buy two get 20% off” (a monetary promotion) promotional strategy on deodorant offer a reinforcement to build brand loyalty as it makes sense for the customers that buying an additional product of the same brand to receive a 20 percent discount shows loyalty to the brand.

Onyango (2014), conducted a descriptive research on Alcoholic Spirits Industry in Kenya to understand the effect of different sales promotion strategies on influencing the consumer behavior. The study found out that sales promotion strategies practiced in the Alcoholic Spirits Industry had a significant positive influence on the consumer behavior. It also established that sales promotion strategies should be; short and offered for a limit time and at a place where the buying decision is made. It also noted that the strategies should be persuasive to the consumers; possess some incentives and should indicate the value of the product being promoted. Similarly, Hassen (2014) also found out that consumers respond favorably to the cost saving opportunity when they are offered a reward or some gifts like free bottles of beer in a case study done on Dashen Brewery S.C. The various factors enhancing the effectiveness of sales promotion strategies in the Alcoholic Spirits Industry were; price reduction, vouchers, raffles, display of products, appearance of sales personnel, free samples and free gifts attached to the product (Onyango, 2014).

Oyeniya (2011), observed that there is a positive relationship between sales promotion and customer loyalty in the Nigerian telecommunication sector. Furthermore, the research established that non-loyal customers are more inclined to switch to competing products because of sales promotion than loyal customers. The study also proved the importance of segmentation and targeting as consumers of different age categories were influenced by sales promotions while different levels of income are equally affected.

2.3. Conceptual Framework

The study employed a structured questionnaire to collect the required data for analysis. Likert-style questions were used to create a rating among different options. Likert scale is “a psychometric response scale primarily used in questionnaires to obtain participant’s preferences or degree of agreement with a statement or set of statements.” Bertram (2016). Likert scales are a scaling technique mostly used to scaling responses from survey or questionnaire. The study also used structured interviews with the sales representatives that are currently working with Heineken breweries. Descriptive and qualitative analysis were used to analyse and present the data collected to make inferences and recommendations.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter provides an overview of the research methodology applied in this research. It provides an in-depth description of the research approach adopted in this study. It discusses the research design, population, sample and sampling technique, data collection tools and data analysis procedure.

3.1. Research Methodology

The objective of this research is to identify the different sales promotional tools used by the beer industry in Ethiopia taking the case study of Heineken S.C. The research will employ descriptive research methodology as it will try to provide an accurate description of the characteristics of the population and define problems. Descriptive study sets out to collect, organize, and summarize information about the matter being studied. It is a non-experimental scientific method of research which involves observing and describing the behavior of a subject without influencing it (Punch, 2006).

3.2. Target Population

Target population is the complete set of individual case or elements that poses some common characteristics to which the researchers want to generalize the result of the study (Punch, 2006). For this research the target population is the distributors and consumers of the different beer brands produced by the company. Addis Ababa Region has approximately 11,000 licensed businesses to sell alcoholic beverages according to Heineken Breweries Database, out of which about 230 of them are in the center of Addis clustered into two sections. Cluster I, known as *Stadium I - Addis Ababa Stadium* and surrounding area and Cluster II known as *Stadium II* From *Mexico area to Gotera* including the *Gotera* condominium housing and the main rail road to *Riche* form the study population.

These clusters were chosen as they cover a wide area with a differentiated consumer base and represent a good concentration of both On-trade and Off-trade outlets¹. On-trade outlets includes Hotels, Groceries, *Kebele* recreation centers, Bars, Restaurants and premium restaurants while the Off-trade segment includes Kiosk, Supermarkets and Mini-markets. For this study On-trade outlets will be considered as to collect adequate information. The target population also includes the Sales department of the company the sales representatives selected from different clusters of which a detailed interview and observations will be used to collect primary data.

3.3. Sampling Design

The Sampling frame was developed leveraging an already established database maintained by the company which enumerates all the On and Off traders located in the target cluster. The study used simple random sampling method to select the outlets where the questionnaires is distributed to the respondents. A complete list of all the outlets in the selected cluster area was obtained from the Heineken database and the outlets were randomly picked from the list. The sampling is done in two sections; from the Customers or outlet owners and from Consumers or end users/consumers. First 15 outlets are randomly selected from each of the clusters in total making the sample size 30 outlets and questionnaire is filled by the Owners of the 30 outlets. Second 3 consumers or end consumers will then be randomly selected from each of the sampled outlets. Hence, the study will offer 90 questionnaires to be filled by the end users/consumers and 30 by outlet owners. The questionnaire was offered both in Amharic and English for the convenience of the respondents.

The study also interviewed the sales department specifically the Sales representatives as they play a key frontline role in all the activities related to the sales promotion and see the results on their target sales volume.

¹ Based on Heineken Breweries definition

3.4. Data source and collection method

This study will use both primary and secondary data to understand the different price and non-price sales promotional strategies to conduct the comparative analysis. The primary data is collected using a self-administered structured questionnaire distributed to respondents. The managers and consumers are the respondents. The structured questionnaire employed a 5-point scale ranging from (1) “Strongly disagree” or “Not at all” to (5) “Strongly agree” or “very large extent” which simplifies the coding and analysis and provides reliability of responses. The questionnaire will first be developed in English and then will be interpreted to Amharic by a licensed interpreter. The researcher also uses a structured interview with the selected sales representatives to collect primary data from the view point of the company.

Secondary data will also be extracted from books, journals, articles, magazines, newspapers and other relevant publications to formulate both the theoretical and empirical literature and to aid in the data analysis.

3.5. Data Analysis

The questionnaires were designed with first defining the scope of information to be collected, the order of questions and the format. Knowledge in the sector and about the company in question and interview with the sales representatives aided in designing the questions. After the questionnaires were developed they were distributed to a few selected respondents for Pilot testing to identify difficulty and appropriateness of questions and ensure clarity and avoid bias toward any answer.

All the distributed questionnaires were made sure to be filled correctly with the help of Sales representatives who assisted if there were any questions and reiterated with the respondents to avoid error. A descriptive analysis will be used to analyze the data. The collected and coded data will be compiled, edited then presented in graphs, bar graphs and pie charts as appropriate. Data collected through questionnaires’ and interviews were structured, sorted and framed to fit the analysis

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, interpretation and presentation. The objective of the study was to provide a qualitative analysis on the Monetary and Non- monetary sales promotion strategies implemented by Heineken breweries and demonstrate customers' perception towards these strategies. The study used primary data collected using self-administered structured questionnaire on the consumers of Heineken brewery products and interview with the sales representatives. The study targeted 90 consumers and 30 Customers/outlet owners and ensured a 100% response rate, through self-administration where the respondents filled the questionnaires and the researcher with the help of the area sales representatives was available to provide any guidance, answer questions and made sure all questions were answered correctly. The researcher also had follow ups with the respondents especially the customers/outlet owners this ensured all the distributed questionnaires were error free to be used for analysis. In addition to the questionnaire form of data collection, sales representatives of Heineken brewery were interviewed.

This chapter covers the finding from interviews and from the questionnaires distributed to answer the objectives defined in Chapter 1. The first section talks about the finding and discussions based on the interviews, followed by the demographic information and findings from the sales promotion questionnaires. The findings were then presented in tables, graphs and charts as appropriate with explanations being given in prose thereafter.

4.2 Demographic Profile of the Respondents

4.2.1 Demographic Profile of the end consumers

The study has provided some background information about the sample respondents before trying to answer the research question. The purpose of the demographic analysis in this research is to define the characteristics of the sample such as the number of respondents, proportion of males and females in the sample, range of age, education level, marital status, size of the outlet etc.

The table below exhibits the characteristics of the sampled customers based on key demographic factors including the frequency distribution

Table 4. 1 Sex, Age and Marital Status of the Sampled Consumers

Characteristics		Frequency	Percentage %
Sex	Male	76	84.4%
	Female	14	15.6%
	Total	90	100%
Age	18-25 years	27	30.0%
	26-40 years	39	43.3%
	41-60 years	16	17.8%
	>60 years	8	8.9%
	Total	90	100%
Marital Status	Single	41	46%
	Married	49	54%
	Total	90	100%

Source: Own computation, 2018

The study tried to establish the gender distribution of the respondents and according to the analysis presented on Table 4.1 and Figure: 1.2. Majority 84% of the respondents were male and 16% were female. These figures are aligned with the Global trend as reported by WHO (2014), were Male population takes the biggest share in alcohol consumption and that females are more often lifetime abstainers than males.

Concerning the age of the respondents from the total 90 respondents, 30% are between the age of 18 and 25 years and 43% are from 26-40 years while those between the age of 41 and 60 years and those above 60 years old are 18% and 9% respectively. This result shows that all the respondents are above the age group that is legally allowed to drink alcohol.

It also justifies that they are old enough to fully understand the influence of sales promotion strategies on their behavior taking the case of Heineken Brewery Products sold on the selected Cluster area.

The study aimed to establish the marital status of the respondents. According to the findings, majority (54%) of the respondents were married while 46% were single. This suggests that most of the consumers are people with families.

The findings as presented in Table 4.2 below established that most (46%) of the respondents were high school graduates or diploma holders and 39% had Bachelor degree. Only 9% had Primary or lower level of education while 7% of the respondents had postgraduate education. This illustrates that majority of sample respondents are educated enough to provide valid and reliable information for the study and they also had sufficient academic background to allow them to understand the influence of sales promotion strategies used by Heineken brewery in the selected cluster area.

Table 4. 2 Highest Education Level of the Sampled Consumers

Education level	Frequency	Percentage %
Primary level and below	8	8.9%
Highschool graduate/Diploma or equivalent	41	45.6%
Bachelor degree	35	38.9%
Post graduate	6	6.7%
Total	90	100%

Source: Own computation, 2018

4.2.2 Demographic Profile of the Outlet owners and Managers

The study sought out to define the profile of the sampled outlets to establish some key features that would allow appropriate inference. The number of years that the outlet has been operational in selling Beer determines the level of experience in applying sales promotion strategies offered by Heineken brewery and their own initiatives based on their consumers' behavior.

The Customers/outlet owners were asked to indicate the number of years that their outlets had been operational. Table 4.3 below illustrates findings.

Table 4. 3 Number of year in Operation

No. of Operational Years	Frequency	Percentage %
1-5 years	11	36.7%
6-10 years	13	43.3%
Over 10 Years	6	20%
Total	30	100%

Source: Own computation, 2018

Based on the finding illustrated on Table 4.3 above, most of the outlets (43%) have been in the business for 6-10 years, 20% for over 10 years while 37% have been operational for 1-5 years. This finding suggests that most of the outlets were highly experienced in the industry to implement the sales promotion strategies to enhance consumer behavior. Moreover, it implies that they have existed long before Heineken breweries came to Ethiopia hence they have enough experience to reference, bench mark and compare the different sales promotional tools that was being used in the Beer industry. The outlet owners were also asked to indicate the number of employees that each outlet has and the findings is illustrated in Table 4.4

Table 4. 4 Number of Employees

No. of Employees	Frequency	Percentage %
1-10 employees	12	40%
11-20 employee	11	36.7%
20+ employees	7	23.3%
Total	30	100%

Source: Own computation, 2018

According to the findings illustrated in Table 4.4 above, most of the outlets (40%) had 1-10 employees, 37% had 11-20 employees while 23% had over 20 employees. This infers that the type of sales strategies used by these outlets also depends on the work force they have and in this study, most of the outlets had relatively smaller work force to implement sales promotion strategies to increase volume and customer base. This fact also aligns with the information gathered from the interview with the Sales representatives where they mentioned that most outlets fail to properly implement the designed sales promotion strategies offered by their company and hence they are forced to use 3rd parties for execution.

4.3 Discussion of Findings from Interview with the Sales Representatives

The study sought to find out the different sales promotional strategies that is exercised by the company, the factors considered in selecting these tools, the tools preferred by their customers and consumers and identify some of the challenges in implanting the tools. The finding revealed that Heineken breweries uses both Monetary and Non- Monetary sales promotional tools depending on different factors. Some of the factors are;

- **The End Goal**: Monetary sales promotional tools like credit sales and discounted price are used when the goal is to reduce stock or introduce new brands, whereas Non-Monetary tools like Prizes, Under the Cork and extra Product are used when the end goal is increased sales volume and achieve targets.
- **The Target Channels**: the promotional tools used in each Channel considers the segment of the customer of that Channel.

For instance, Consumers in the Kebele channel are price sensitive hence tools like Discounted price, Buy-One-Get One and Coupons for consumer cooperatives are ideal. In Butcheries tools like buy 3 Bedele beer and get a kilo of meat at half the price, Bar and Restaurants and Premium hotels prizes for meeting Ronaldinho, going to the Champions league final tournament.

- **Short Vs. Long term Objectives**: the company uses Monetary sales promotion strategies to fulfill short term objectives and to push utilitarian benefit especially for customers and for customers in areas where price is a key factor in the purchasing behavior. They use Non-monetary means to provide indulgent benefits to customers above and beyond the product itself. This find is also aligned with the Quelch (1989) and Wong and Rashad (2015) who noted the short- term and long-term benefits and the utilitarian and indulgent benefits to the promotion tools
- **Publicity stunts or Propaganda**: The finding also illustrated that the company uses Non- monetary tools to for qualitative gains like publicity. For instance, UTC are universally used in all Channels for publicity as the prizes are big (e. Apartment houses, Cars etc.) the Share the Trophy is also another example of promotion tool used specifically to increase the publicity among the consumers who are football fans.

According to the sales representatives, the company has segregated its customers into two categories for effective implementation of the sales promotion strategies, namely, On- trade and Off- trade and the study focused on the On-trade market segment for data collection. This categorization is in line with the finding from other Beer Companies, Hassen (2014). The On-trade market segment is further categorized into 5 sub-groups or Channels, namely;

1. *Keble* Recreations
2. Groceries
3. Butcheries
4. Bar and Restaurants
5. Hotels and Premium restaurants

The company also employs a priority brand categorization which is divided into 3 priority segments namely, **Focus brands, Support brands and Tactical brands**. This prioritization is different for every channel for instance in the Butchery channel the focus brands are *Bedele*, *Walia Beer* and *Walia Draft* while in the Hotels and premium restaurant channels the focus brands are *Walia Beer* and *Heineken*. This implies that demography of the customer and consumer population is a factor in designing the appropriate sales promotion strategy.

The study also revealed that Heineken breweries uses a wide range of sales promotional tools through the sales representatives in each cluster.

Monetary Sales promotional tools

Corporate sponsorship: this is the predominate form of monetary sales promotion tool exercised by the company and is widely known by the customers or outlet owners. It includes; Sponsoring music festivals, annual food fest and inauguration of Bar and Restaurants.

Credit sales to Customers: offered to customers/outlet owners to encourage them to buy more of a new brand or a brand with huge stock

Discounted Price: offered to customers to inject new brands and reduce stock. It is also used by the company to initiate other sales promotion tools aimed at attracting consumers, for instance the company will offer its brand a discounted price or even a few Cases free so that the customers can in-turn offer a BOGOF (Buy-one- Get- one-Free) to their consumers.

Mystery shopper: this is a promotion tool were the company randomly picks a table or group of consumers drinking its brands in an outlet and pays their bill for whatever is consumed. This is usually executed in Bar and Restaurants channel.

Non-Monetary sales promotion tools

Extra Product: this promotional tool is mostly used in kebele and Butchery channels. For instance;

- In Butchery channels when customers order 3 *Walia 33cl*, they will get a kilo of meat for half the price and *Heineken* will cover the lose (the half price forgone) for the client.

- In Bar and Restaurant Channel, other beer brands are offered when consumers order a certain number of a brand. This is usually exercised in the premium brand i.e., Heineken.

Free Samples: relatively less used by the company and is offered to the customers for them to try out new products

Under the Cork Prizes: widely used promotional tool used by most beer companies including Heineken

Vouchers/Coupons and Lottery: are tools that offer a form of Voucher or coupon or prize based on amount of a brand consumed. To mention a few examples;

- **Sheep Activation:** During holiday season Sheep's are offered as prizes in the Keble channel where consumers draw lotteries to win,
- **Aboura activation:** Coupons with a certain value to purchase from consumer cooperatives based on a certain amount of beer consumed.

Gifts and Goody bag: these promotional strategies are used in all channels and are mostly triggered by a big event happening in the country. For example

- Share the Trophy Campaign, this was a campaign where consumers had the opportunity to be invited to participate in a press conference and take pictures with Ronaldinho (world renowned Soccer player) and the Champions League trophy
- Branded bags, balls, T-shirts, Hats etc are given to customers and consumers and these ones are done randomly

The study also found out that the company faces some challenges in executing pre-designed sales promotion strategies. Some of the challenges include;

- Lack of awareness of the sales promotion tools. This finding contradicts with the outcome from the questionnaire respondents as majority of the respondents were aware of the sales promotion tools used by the company.

- Not understanding the objective and end goal of the intended promotional tool. The sales representatives argued that in some cases the customers resist to implement the promotions as the customers fail to see the bigger picture that would be achieved through it.
- Lack of workforce. Both the customers and the sales representatives contended that there is limited work force to execute design promotions and hence, in most cases the company uses 3rd parties for execution.
- Competition: Competitors play a key role in the effective execution of promotions designed by the company through increasing table share with Mystery shoppers if they are aware of the outlet the promotion is intended to happen.

4.4 Sales promotion strategies practiced by Heineken Brewers

The study sought to establish from the respondents their favorite Beer from the different kinds offered by Heineken Breweries.

Table 4. 5 Customer’s Preference

	Frequency	Percentage %
Heineken Beer	11	12%
Walia Beer/Draft	42	47%
Harar Beer/Draft	18	20%
Bedele Beer	13	14%
Walia Radler	6	7%
Total	90	100%

Source: Own computation, 2018

According to the findings as shown in Table 4.4 above, most (47%) of the respondents indicated that *Walia Beer/Draft* is their favorite drink followed by *Harar* and *Bedele* at 20% and 14% respectively. This implies that Heineken Breweries offers a wide range of products to its customers. The find is also justifying why *Walia Beer* and *Draft* are frequently chosen by the company to execute different promotions.

Walia Radler and Heineken Beer were relatively less preferred by the sampled respondents as they were relatively new brands introduced in the market. *Walia Radler* which is a lighter beer is mostly preferred by the female population, where out of the 6 respondents who chose *Walia Radler* as their favorite 5 were Female. Heineken Beer which is a premium product is preferred by 12% of the respondents mostly those aged between 18-40 years (75%). While *Harar* and *Bedele Beer/Draft* are preferred by the older age group (40 and above).

The study also sought out to confirm the above finding with the Sales Representative interviews. Based on the information collected from the interviews the sales promotion strategy is also tailored according the sex, age group and different segment of preference of the different products. For instance, Sales promotion tools aimed at increasing brand loyalty mostly focus on *Harar* and *Bedele Beer* where the consumers are in the older age group and who have been consuming it for relatively a longer time. While promotion strategies designed around Heineken being a corporate sponsor for Champions League and Ronaldinho tour are sales strategies aimed at the middle-aged group 18-25 and 26-40 years.

Furthermore, the study wanted to establish if the sampled respondents had adequate experience to choose their favorite drink and to witness the different sales strategies used by the Heineken. As shown in Table 4.6 below, 78% of the respondents who provided their preference of beer have been consuming Heineken products for over 6 years which shows that they had adequate experience to choose their favorite and to compare the different products and sales strategies.

Table 4. 6 Experience in Consuming Heineken Brewery Products

Years drinking Heineken Products	Frequency	Percentage %
Less than 2 Years	4	4%
3-6 Years	16	18%
More than 6 Years	70	78%
Total	90	100%

Source: Own computation, 2018

The study also found out the reason for the consumers choosing a specific brand as favorite. While Taste and quality were the top factors as per the response of the customers, Sales promotions offered from the brand and frequency of the promotion also had significant share to their decision making in choosing a favorite. To analyze the different sales promotion strategies used by Heineken breweries and its' influence on the consumer, sampled end consumers and the outlet owners were both requested to specify the extent to which they were aware of those sales promotion strategies used by the company. The responses were rated on a five-point Likert scale where: 1 = Not at all, 2 = small extent, 3 = moderate extent, 4 = large extent and 5 = very large extent.

A list of all the sales promotion strategies used by Heineken and other beer companies was developed based on own observation and interview with the sales representatives.

Table 4. 7 Awareness Level of Consumers About the Sales promotion

Sales Promotion tools	Mean	Standard Deviation
Extra Product or other products	3.467	1.384
Under the cork	4.133	0.877
Free samples	3.389	0.817
Discounted price	2.867	1.051
Vouchers/Coupons	3.700	0.942
Corporate sponsorship	4.011	0.906
Gifts	3.000	1.049

Source: Own computation, 2018

From the findings as shown in Table 4.7 above, majority of the respondents were aware of the different forms of sales promotion strategies exercised by Heineken where Under the Cork Prizes (4.133) and Corporate sponsorships (4.011) were relatively known by the sampled respondents, followed by Vouchers/Coupons (3.700), Extra Products or other products attached to the beer being promoted (3.467), Free Samples (3.389) and Gifts (3.000). Discounted price was the tool that was relatively unknown to the respondents at (2.867).

The findings imply that Non-monetary sales promotion is dominant among the end consumers and the company uses different sales promotion strategies including use of vouchers, gifts, extra products, under the cork prizes positively influence consumer behavior depending on the motive.

Table 4. 8 Awareness Level of Customers About the Sales Promotion Tools

Sales Promotion tools	Mean	Standard Deviation
Credit Sales	2.600	1.133
Free samples	3.633	1.066
Discounted Price	4.033	0.718
Extra Products	4.333	0.661
Corporate sponsorships	4.500	0.630

Source: Own computation, 2018

According to the findings shown on Table 4.8 above, majority of the Customers/outlet owners were aware of the different forms of sales promotion strategies exercised by Heineken. The findings revealed that Corporate Sponsorships (4.500), Extra Products (4.333), Price discounts (4.033) and Free Samples (3.633) are relatively known by Customers. Credit Sales is least known by the Customers (2.6) which also aligns with the company policy where they shy away from offering credit sales as per the finding from the interview with the sales representatives. These findings imply that the company relatively uses Monetary sales promotional tools in dealing with the customers to encourage them to buy and sell more of the brands offered by the company.

4.5 Events that influence the buying of Beer products

The study pursued to find out which events trigger higher sales hence; the Customers were requested to indicate the extent to which the following events influence the actual buying of the Heineken brewery products. The responses were rated on a five-point Likert scale where: 1 = Not at all, 2 = small extent, 3 = moderate extent, 4= large extent and 5 = very large extent and the result is presented in Table 4.9 below.

Table 4. 9 Events Influencing Buying of Heineken Brewery Products

	Timing of sales promotion ²		Size of the discount		Brand being promoted		Sales Promotion tool used	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Not at all	1	3%	6	20%	8	27%	1	3%
Small extent	5	17%	9	30%	11	37%	2	7%
Moderate extent	6	20%	8	27%	6	20%	2	7%
large extent	9	30%	4	13%	3	10%	11	37%
Very large extent	9	30%	3	10%	2	7%	14	47%
Total	30	100%	30	100%	30	100%	30	100%
Mean	3.667		2.633		2.333		4.167	
Standard Deviation	1.184		1.245		1.184		1.053	

Source: Own computation, 2018

According to the findings illustrated in Table 4.9 above various events influence the buying of products in the beer industry including timing of sales promotions such as weekends or holiday seasons, the brand being promoted (e.g., Heineken or *Walia*), the sales promotional tool used (Under the Cork Prizes, Ticket prizes to big events etc.) and the sizes of the discounts. Majority of the respondents agreed that; the sales promotion tool used (4.167) and Timing of sales promotion (3.667) are the biggest influences to buying Heineken brewery product. 47% of the respondents agreed to a “*Very large extent*” that the sales promotion tool being used influences the purchase of the beer brands, this is in line with the information provided by the sales representatives where they indicated that its during Under the Cork promotional season (Prizes hidden under the cork of *Walia Beer*) that their sales volume reaches its peak compared to another event or time in a year followed by holiday season were they exercise “*Sheep Activation*” (were lottery is drawn and a Sheep is offered as a prize). This finding is also in line with the finding from Priyanka and Somesh (2015) where customers feel valued when the reward is enhancing their perceived value to the product through providing utility increasing rewards.

² Timing relates to Weekends, Holiday seasons, Festivals, etc.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Summary of Finding

In this study, the researcher tried to provide a qualitative analysis on the difference between Monetary and Non- monetary sales promotion strategies by taking different tools used by Heineken breweries using data collected, analyzed and presented. Based on the results presented in the fourth chapter, the research indicates the finding as per the pre-defined sub objectives. The specific objectives were;

- To analyze the different sales promotion strategies and tools by used by Heineken breweries S.C
- To identify the difference in the monetary and non-monetary sales promotion tools used by Heineken S.C. and the influence on consumer behavior
- To examine the factors that the company uses to select the promotional tools being implemented
- To identify customers preferences on these sales promotions

The study revealed that Heineken breweries uses different tools based on a designed channel and prioritization scheme. The company uses both Monetary and Non-monetary sales promotional tools based on the intended End goal, The Target Channels and the Short Vs. Long term Objectives. The Monetary sales promotion being used are; Corporate Sponsorship, Discounted Price and Mystery shopper while the Non- monetary sale promotion tools used include; Extra Product, Free Samples, Under the Cork Prizes, Vouchers/Coupons and Lottery and Gifts and Goody bag.

The study further found out that majority of the respondents (47%) indicated that *Walia Beer/Draft* is their favorite drink further attesting to the reason why *Walia Beer and Draft* is frequently chosen by the company to execute different promotions. The study also found out that sales promotion strategies are tailored according the sex, age group and different segment of preference of the different products.

For instance, Sales promotion tools aimed at increasing brand loyalty mostly focus on Harar and Bedele Beer which is mostly preferred by the older age group while promotion strategies designed around Heineken being a corporate sponsor for Champions League are aimed at the middle-aged group 18-25 and 26-40 years.

The study also established that majority of the end consumer respondents were aware of the different forms of sales promotion strategies exercised by Heineken and Under the Cork Prizes and Corporate sponsorships were relatively the two tools that were known by the sampled respondents. This finding imply that Non-monetary sales promotion is dominant among the end consumers. While the same analysis conducted on the customers/ the outlet owners revealed that Corporate Sponsorships and Extra Products were relatively known by Customers which implies that the company relatively uses Monetary sales promotional tools in dealing with the customers to encourage them to buy and sell more of the brands offered by the company.

The study further illustrated that several events can trigger higher sales through influencing consumers/customers to buy more of a beer brand. Majority of the respondents agreed that; the type of sales promotion tool used and Timing of sales promotion were the biggest influencers to buying Heineken brewery product. This aligns with the information gathered from the sales representatives where they indicated that its during Under the Cork promotional season (Prizes hidden under the cork of Walia Beer) that their sales volume reaches its peak compared to another event or time in a year followed by holiday season where they exercise “*Sheep Activation*” (were lottery is drawn and a Sheep is offered as a prize).

5.2. Conclusion

In line with the fact that the Beer industry in Ethiopia showing a tremendous growth since the first brewery in 1922 it was paramount for the need to analyze the sales promotion strategies being implement in the sector. The study concludes that the Beer Industry in Ethiopia with Heineken breweries as a case study employs a variety of sales promotion tools failing under both Monetary and Non-monetary categories.

Accordingly, based on the conceptual framework and the predefined objectives evidence shows that Non-monetary sales promotion strategies especially Under the cork prizes have higher influence in driving sales and are relatively preferred by the both the Customers and the end consumers.

5.3. Recommendations

The study found out that Heineken breweries employees different sales promotion strategies at an extent known by both the customers and end consumers which implies that the tools have a significant positive influence on the consumer behavior. The company uses a tailored approach “No one size fits all” which is a very good best practice that other breweries in the industry and even other sectors can learn and adopt. The study also recommends that the sales representatives should fully educate and provide awareness as to the objective of each of the sales strategies being used to reap the max benefit from each of the promotional tools.

Since this study one focused on only one out of the 9 breweries in Ethiopian the generalization and the finds are only limited to the sample that was taken and the population defined. Future research should be conducted taking the other breweries in Ethiopia into consideration to do a comparison analysis and to look at the beer industry and the alcoholic industry in general. Furthermore, the research focused only in the Addis Ababa market in two Cluster areas hence the research recommends further studies to consider other clusters in Addis Ababa and the regional markets outside of the capital

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Appendix 1A: Questionnaire (English Version)

1A. 1 Interview Questions

ST. MARRY UNIVERSITY SCHOOL OF GRADUATE DEPARTMENT OF MARKETING MANAGEMENT

Interview Questions for Sales representatives and Area Sales Mangers of Heineken Breweries

1. What are the different types of sales promotional strategies used by Heineken Breweries to promote its different brands?
2. What are the factors that the company considers for the selection of these sales promotion tools to be used in a specific outlet?
3. Which type of Sales promotional tools (Monetary vs Non-monetary sales promotion) does the company mostly prefers to use and why?
4. Which Sales promotion tools are preferred by your Customers? Why?
5. What are the events that trigger higher sales volume? (e.g., Timing of sales promotion, the size of the discount, the type of the promotion used etc)
6. What are the major challenges you face in implementing sales promotion tools?
7. What are the feedbacks that you have received from your customers on the different sales promotional tools your company uses?

1A. 2 Questionnaire for consumers

ST. MARRY UNIVERSITY SCHOOL OF GRADUATE DEPARTMENT OF MARKETING MANAGEMENT

Questionnaires to be filled by end consumers of Heineken Brewery Products

Dear respondents;

The purpose of this questionnaire is to carry out a research for the partial fulfillment of master's degree in Marketing Management. Any information you present will be kept confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated.

General instruction

This questionnaire is to be filled by end consumers of Heineken Brewery products.

- You are not required to write your name.
- You are kindly asked to read carefully and respond to each question in the questionnaire.
- Please tick in the box of your choice.

SECTION I: GENERAL INFORMATION

1. Sex

Male Female

2. Please indicate your age category

18-25 26-40 41-60 > 60

3. Marital Status

Single Married

4. Highest education level attained

- Primary level and below
- High school graduate, diploma or equivalent
- Bachelor Degree

Post Graduate Degree

5. Occupational Status

Student

Employed

Self-employed

Retired

Unemployed

SECTION II: Awareness towards Heineken Brewery brands and sales promotion strategies practiced by Heineken Breweries

1. Which Heineken brewery products do you consume a lot or is your favorite?

Heineken Beer

Walia Beer/Draft

Harar Beer/Draft

Walia Radler

Bedele Beer

2. What is your reason for consuming the Heineken beer product from Q.1 (*You may choose more than one option*)

Taste of the Brand

Quality of the brand

Affordability of the brand

Availability of the brand

Sales promotions offered from the brand and frequency of the promotion

Product labelling and packaging

Others, please specify: _____

3. How long have you been consuming Heineken Brewery products?

less than 2 years

3- 6 years

More than 6 years

Indicate on the scale of *one (1) to five (5)*, where; *1= Not at all, 2=small extent, 3= moderate extent, 4= large extent and 5= very large extent*, the extent to which you are aware of the following sales promotion strategies used by Heineken Breweries S.co.

Promotional Strategy	Not at all 1	Small Extent 2	Moderate 3	Large Extent 4	Very Large Extent 5
Extra Product or other product attached to the beer being promoted (e.g., Buy one Get one free,)					
Under the Cork prizes					
Free Samples					
Discounted price					
Vouchers/ Coupons					
Corporate Sponsorships (e.g., sponsoring events like Taste of Addis, music festivals etc)					
Gifts and Goody bags					

1A. 3 Questionnaire for Customers

ST. MARRY UNIVERSITY SCHOOL OF GRADUATE DEPARTMENT OF MARKETING MANAGEMENT

Questionnaires to be filled by Owners/Managers of outlets selling Heineken Brewery Products

Dear respondents;

The purpose of this questionnaire is to carry out a research for the partial fulfillment of master's degree in Marketing Management. Any information you present will be kept confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated.

General instruction

This questionnaire is to be filled by Owners of Outlets selling Heineken Brewery products.

- You are not required to write your name.
- You are kindly asked to read carefully and respond to each question in the questionnaire.
- Please tick in the box of your choice.

SECTION I: GENERAL INFORMATION

1. Sex

Male Female

2. Please indicate your age category

18-25 26-40 41-60 > 60

3. Marital Status

Single Married

4. Education level

High school graduate, diploma or equivalent

Associate degree

Bachelor Degree

Post Graduate Degree

5. Indicate the number of years the outlet has operational

- 1-5 years
- 6-10 years
- Over 10 years

5. Indicate the number of employees hired in the outlet

- 1-10 employees
- 11-20 employees
- Over 20 employees

SECTION II: Sales promotion strategies practiced by Heineken Breweries

Indicate on the scale of one (1) to five (5), where; 1= Not at all, 2=small extent, 3= moderate extent, 4= large extent and 5= very large extent, the extent to which you are aware of the following sales promotion strategies used by Heineken Breweries S.co.

Promotional Strategy	Not at all 1	Small Extent 2	Moderate 3	Large Extent 4	Very Large Extent 5
Free samples					
Credit Sales					
Discounted price					
Corporate Sponsorship					
Extra Product					

SECTION III: Factors that may enhance the effectiveness of sales promotion strategies and increase sales volume

Indicate on the scale of *one (1) to five (5)*, where; *1= Not at all, 2=small extent, 3= moderate extent, 4= large extent and 5= very large extent*, the extent to which you the below sales strategies influence sales.

Promotional Strategy	Not at all 1	Small Extent 2	Moderate 3	Large Extent 4	Very Large Extent 5
Free samples					
Free gifts attached to products					
Price reduction					
Display of products					
Appearance of sales personnel					
Vouchers					

SECTION IV: Events that may influence customers to buy products

Please read each statement and indicate your level of agreement on a scale of *one (1) to five (5)*, where; *1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly disagree*

Promotional Strategy	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree 5

Generally, consumption of Heineken brewery brands increases during sales promotion seasons and activation periods					
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Indicate on a scale of *one (1) to five (5)*, where; *1= Not at all, 2=small extent, 3= moderate extent, 4= large extent and 5= very large extent*, the extent to which you the below events influence customers to by Heineken products

Events	Not at all 1	Small Extent 2	Moderate 3	Large Extent 4	Very Large Extent 5
Timing of sales promotions e.g. weekends, Holidays festive seasons.					
Sizes of the discounts					
The Brand being promoted					
Under the cork prizes					

Appendix 1B: Questionnaire (Amharic Version)

1B. 1 Questionnaire for consumers

የሄኒከን ቢራ ፋብሪካዎች በመጨረሻ ተጠቃሚዎችን የሚያሟሉ መጠይቅ

ውድ ምላሽ ሰጪዎች፤

የዚህ መጠይቅ አላማ ለሙያ ማኔጅመንት (Master's degree) ለማሟላት የጥናት ፅሁፍ ለማድረግ ነው።
ያቀረቡት ማንኛውም መረጃ በሚስጢር ይጠበቃል እናም ለአካዳሚክ ዓላማ ብቻ ያገለግላል።
የእርስዎ ትብብር በጣም ይደነቃል።

አጠቃላይ መመሪያ

ይህ መጠይቅ የሄኒከን የቢራ ፋብሪካ ምርቶች የመጨረሻ ተጠቃሚዎች መሞላት አለበት።

- ስምዎን መጻፍ አያስፈልግዎትም።
- በደንብ እንዲያነቡ በጥያቄው ውስጥ ለሚገኙ እያንዳንዱ ጥያቄዎች በጥንቃቄ እንዲነበብዎት በደግነት ጠይቀዋል።
- እባክዎ በመረጡት ሳጥን ውስጥ ምልክት ያድርጉ።

ክፍል I: አጠቃላይ መረጃ

1. ፆታ

- ወንድ ሴት

2. እባክዎን የዕድሜ ምድብዎን ያመልክቱ

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3. የጋብቻ ሁኔታ

- ያላገባ ያገባ

4. የትምህርት ደረጃ

- 1ኛ ደረጃ እና በታች
 የሁለተኛ ደረጃ ትምህርት ዲፕሎማ, ዲፕሎማ ወይም ተመጣጣኝ
 የመጀመሪያ ዲግሪ
 የድኅረ ምረቃ ትምህርት

5. የሙያ ደረጃ

- ተማሪ
- ተቀጥሯል
- በግል ተዳዳሪ
- ጠረታ ወጥቷል
- ስራ አጥ

ክፍል II - ወደ ሄኒክን የቢራ ፋብሪካ ምርቶች እና የሄኒክን ብራዌይስ የሚውሉ የሽያጭ ማስታወቂያዎች

1. የትኛው ሄኒክን ቢራ ምርቶች ብዙ ጊዜ ይተቀማሉ ወይም የሚወዱት ምርቶች?

- ሄኒክን ቢራ
- ዋልያ ቢራ/ድራፍት
- ሐረር ቢራ/ድራፍት
- ዋልያ ራደር
- በደሌ ቢራ

2. የሄኒክን ቢራ ምርትን የመጠቀም ምክንያትዎ ምንድነው? (ከአንድ በላይ መርጫዎች መምረጥ ይችላሉ)

- ጣዕም
- የምርት ጥራት
- ተመጣጣኝ ዋጋ
- መገኘት/አቅርቦት
- የሚቀርቡ የሽያጭ ማስታወቂያዎች እና የማስታወቂያው ድግግሞሽ
- የምርት መለያ እና ማሸግ
- ሌሎች, እባክዎን ይግለጹ: _____

3. የሄኒክን የቢራ ምርትን ምን ያህል ጊዜ ተጠቅመዋል?

- ከ 2 ዓመት ያነሰ
- 3- 6 ዓመት
- ከስድስት ዓመታት በላይ

በሄኒከን ቢራ ጥቅም ላይ የዋሉትን የሚከተሉት የሽያጭ ማስተዋወቂያ ዘዴዎች እርስዎ የሚያውቁበት መጠን. ከአንድ (1) እስከ አምስት (5) ስኬል, ; 1 = በፍጹም አይደለም, 2 = አነስተኛ መጠን, 3 = መጠነኛ ደረጃ, 4 = ከፍተኛ መጠንና 5 / በጣም ሰፊ መጠን, ያመልክቱ

የማስተዋወቂያ ዘዴ	በፍጹም አላውቅም	አነስተኛ መጠን	መጠነኛ ደረጃ	ከፍተኛ መጠን	በጣም ሰፊ መጠን
	1	2	3	4	5
ከቢራ ጋር የተያያዘ ተጨማሪ ምርቶች ወይም ሌላ ምርት (ለምሳሌ: አንድ ግዢ አንድ ነፃ ያግኙ)					
ኮርኪ ስር ሽልማቶች					
ነፃ ናሙናዎች					
ቅናሽ ዋጋ					
ሻውቸሮች / ኩፖኖች					
የኮርፖሬት ስፖንሰርሺፖች (ለምሳሌ, የሙዚቃ ፌስቲቫሎች ወዘተ)					
ስጦታዎች					

1B. 2 Questionnaire for Customers

የሄክሰን የቢራ ምርቶች የሚሸጡ የሽያጭ ባለቤቶች / አስተዳዳሪዎች የሚሞሉ መጠይቆች

ውድ ምላሽ ሰጪዎች፤

የዚህ መጠይቅ አላማ ለሙያ ማኔጅመንት (Master's degree) ለማሟላት የጥናት ፅሁፍ ለማድረግ ነው።

ያቀረቡት ማንኛውም መረጃ በሚስጠር ይጠበቃል እናም ለአካዳሚክ ዓላማ ብቻ ያገለግላል።

የእርስዎ ትብብር በጣም ይደነቃል።

አጠቃላይ መመሪያ

ይህ መጠይቅ የሄክሰን የቢራ ፋብሪካዎችን ከሚሸጡ የሽያጭ ባለቤቶች ጋር መሞላት አለበት።

- ስምዎን መጻፍ አያስፈልግዎትም።
- በደንብ እንዲያነቡ በጥያቄው ውስጥ ለሚገኙ እያንዳንዱ ጥያቄዎች በጥንቃቄ እንዲነበብዎት በደግነት ጠይቀዋል።
- እባክዎ በመረጡት ሳጥን ውስጥ ምልክት ያድርጉ

ክፍል I: አጠቃላይ መረጃ

1. ፆታ

- ወንድ ሴት

2. እባክዎን የዕድሜ ምድብዎን ያመልክቱ

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3. የጋብቻ ሁኔታ

- ያላገባ ያገባ

4. የትምህርት ደረጃ

- 1ኛ ደረጃ እና በታች
 የሁለተኛ ደረጃ ትምህርት ዲፕሎማ, ዲፕሎማ ወይም ተመጣጣኝ
 የመጀመሪያ ዲግሪ
 የድኅረ ምረቃ ትምህርት

5. የንግድ ቤቱ ምን ያህል አመታት ስርትዋል

- 1-5 ዓመት
 6-10 ዓመታት
 ከ 10 ዓመት በላይ

6. በድርጅቱ ውስጥ ተቀጣሪ ሰራተኞች ብዛትን ያመለክቱ

- 1-10 ሠራተኞች
- 11-20 ሠራተኞች
- ከ 20 በላይ ሰራተኞች

ክፍል II የሄኒክን ብራዌይስ የሽያጭ ማስተዋወቂያ ስትራቴጂዎች

በሄኒክን ቢራ ጥቅም ላይ የዋሉትን የሚከተሉት የሽያጭ ማስተዋወቂያ ዘዴዎች እርስዎ የሚያውቁበት መጠን. ከአንድ (1) እስከ አምስት (5) ስኬል, ; 1 = በፍጹም አይደለም, 2 = አነስተኛ መጠን, 3 = መጠነኛ ደረጃ, 4 = ከፍተኛ መጠንና 5 / በጣም ሰፊ መጠን, ያመልክቱ

የማስተዋወቂያ ዘዴ	በፍጹም አላውቅም	አነስተኛ መጠን	መጠነኛ ደረጃ	ከፍተኛ መጠን	በጣም ሰፊ መጠን
	1	2	3	4	5
ነፃ ናሙናዎች					
የብድር ሽያጭ					
ቅናሽ ዋጋ					
የኮርፖሬት ስፖንሰርሺፖች (ለምሳሌ, የሙዚቃ ፌስቲቫሎች ወዘተ)					
ከቢራ ጋር የተያያዘ ተጨማሪ ምርቶች ወይም ሌላ ምርት (ለምሳሌ: አንድ ግዢ አንድ ነፃ ያግኙ)					

ክፍል III: የሽያጭ ማስተዋወቂያ ስትራቴጂዎች ውጤታማነት እንዲጨምሩ እና የሽያጭ መጠን እንዲጨምሩ የሚያደርግ ሁኔታዎች

የሚከተሉት የሽያጭ ማስተዋወቂያ ዘዴዎች ሽያጭ ላይ ያላቸውው ተፅዕኖ ከአንድ (1) እስከ አምስት (5) ስኬል, ; 1 = በፍጹም አይደለም, 2 = አነስተኛ መጠን, 3 = መጠነኛ ደረጃ, 4 = ከፍተኛ መጠንና 5 / በጣም ሰፊ መጠን, ያመልክቱ

የማስተዋወቂያ ዘዴ	በፍጹም አላውቅም	አነስተኛ መጠን	መጠነኛ ደረጃ	ከፍተኛ መጠን	በጣም ሰፊ መጠን
	1	2	3	4	5
ነፃ ርምጃዎች					
ስጦታዎች					
የዋጋ ቅነሳ					
የምርት ማሳያ					
የሽያጭ ሠራተኞች አቀማመጥ					
ቫውቸሮች					

ክፍል III: IV: ክስተቶች ሽያጭ ላይ ያላቸውው ተፅዕኖ

ክስተቶች	በፍጹም አላውቅም	አነስተኛ መጠን	መጠኑን ደረጃ	ከፍተኛ መጠን	በጣም ሰፊ መጠን
	1	2	3	4	5
የማስተዋወቂያዎች ሰዓት ለምሳሌ: ቅዳሜና እሁድ, የበዓል ቀናት ክብረ በዓላት.					
የቅናሹን መጠን					
የሚበረታታው ምርት					
ኮርኪ ስር ሽልማቶች					