



**ST. MARY'S UNIVERSITY COLLEGE  
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF MARKETING STRATEGY  
PRACTICES IN THE CASE OF BANK OF ABYSSINIA S.C**

**BY  
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**ADDIS ABABA, ETHIOPIA  
JANUARY, 2018**

**ASSESSMENT OF MARKETING STRATEGY  
PRACTICES IN THE CASE OF BANK OF ABYSSINIA S.C**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY  
COLLEGE, SCHOOL OF GRADUATE STUDIES IN PARTIAL  
FULFILLMENT OF THE REQUIRMENTS FOR THE DEGREE OF  
MASTER OF MARKETING MANAGEMENT**

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## **Statement of Certification**

This is to certify that the thesis prepared by Zeweter Fasika, entitled: Assessment of Marketing Strategy practices, In the case of Bank of Abyssinia S.C and submitted in partial fulfilment of the requirements for the Degree of Master of Art in Marketing Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Advisor signature\_\_\_\_\_

Date\_\_\_\_\_

**St. Mary's University College, Addis Ababa**

**JANUARY, 2018**

**ST MARY'S UNIVERSITY COLLEGE  
SCHOOL OF GRADUATE STUDIES  
MARKETING MANAGEMENT PROGRAM**

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**APPROVED BY BOARD OF EXAMINERS**

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## DECLARATION

I, the undersigned, declared this thesis is my original work, prepared under the guidance of my advisor **Getie Andualem(PhD)**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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**Name**

**Signature and Date**

**St. Mary's University College, Addis Ababa**

**JANUARY, 2018**

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## **List of Acronyms and Abbreviations**

BOA- bank of Abyssinia

IT- Information Technology

PR- Public Relations

STP- Segment, Target and Positioning

7P- Product, Price, Place, Promotion, process, people and physical evidence

## **Abstract**

*The aim of this study was to assess the marketing strategy practice of bank of Abyssinia. It describe how the marketing strategies were practiced in the company to achieve its goals aligned with target market, segmentation, positioning and the marketing mix to satisfy customer requirements. The research was carried out through the use of case study design employed by using both mixed approaches. Both primary and secondary data collection instruments were used to collect data. Closed ended questionnaire survey along with interview was used for the purpose of data collection. The selections of the respondents were carried out by using purposive sampling technique because no other departments were concerned about marketing strategies and the researcher took all the respondents of marketing staffs as a total population of the study. Data collected was analyzed using IBM statistics SPSS 21 software. Descriptive statistics was used and analyzed using methods of frequency distribution and percentage. The study findings indicate that bank of Abyssinian segments its market based on mainly geographic element, follows targeting strategy of differentiation, and there is good level of perception among consumers, the key factors that considered in setting pricing strategy is product value. Promotional practices are strong on advertising and sales promotion and, weak on other promotional tools. BOA's's staff are capable of implementing the marketing strategy of the company, but not highly capable. The major formulator of the company marketing strategy is marketing department. The major implementer of the strategy is all employees of the company and the major challenges on the implementation of the marketing strategy is communication problem, poor planning, lack of integration and lack of commitment.*

*Key Words: Strategy, Marketing strategy, Target marketing, Market segmentation, Positioning and marketing mix.*

# **CHAPTER ONE:**

## **1.1. Introduction**

The focus of this section is mainly addresses the background of the study, statement of the problem, objective of the study, methodology, significance of the study, scope and limitation of the study.

## **1.2. Background of the Study**

service is as “an act or performance made by one party to another although the process may be tied to a physical product, the performance is transitory, often intangible in nature and does not normally result in ownership of any of the factors of production”. It is an economic activity that creates value and provides benefits for customer at specific time and place by bringing about a desired change in or on behalf of the recipient of the service. Lovelock and Wirtz (2004)

The strategic marketing planning process flows from a mission and vision statement to the selection of target markets, and the formulation of specific marketing mix and positioning objective for each product the organization will offer. Additionally, organizations consider internal strengths and how these strengths can be leveraged through strategy to achieve sustainable competitive advantage. Nowadays, most companies face some form of competition no matter what the industry, because of deregulation and because of the globalization of many industries. Consequently, marketing strategy has become all the more important for companies to continue being profitable. (Dibb, S. 2005, 5th Ed.)

Marketing strategy is the process of planning and implementing company policies towards realizing company goals in accordance with the company vision. Marketing strategies include general ones such as price reduction for market share growth, product differentiation, and market segmentation, as well as numerous specific strategies for specific areas of marketing. Therefore, marketing strategy is most effective when it is an integral component of corporate mission, target marketing, marketing mix and

defining how the organization will successfully engage customers, prospects, and competitors in the market arena. (Dibb, S. 2005). Dibb, S. 2005,5th Ed.)

Banks play a very important role in the economic life of a nation. Although the banking industry is growing and offering various types of financial services to the public, their mere existence does not do any good unless they deliver a quality service.

This research therefore tries to study the practice of marketing strategy practice of Bank of Abyssinia S.C.

Ethiopian banking history, in its modern sense, began towards the end of the regime of Emperor Menilek. This period witnessed the establishment of the country's first bank called the Bank of Abyssinia, or in Amharic "Ye-Ityopya Bank", it was an affiliate of the National Bank of Egypt, and was founded in 1906.

The present-day Bank of Abyssinia was established on February 15, 1996 (90 years to the day after the first but defunct private bank was established in 1906 during Emperor Menelik II) in accordance with 1960 Ethiopian commercial code and the Licensing and Supervision of Banking Business Proclamation No. 84/1994.

Bank of Abyssinia started its operation with an authorized and paid up capital of Birr 50 million, and Birr 17.8 million respectively, and with only 131 shareholders and 32 staff. In about eighteen years since its establishment Bank of Abyssinia has registered a significant growth in paid up capital and total asset.

Currently the Bank has 1732 shareholders and Authorized and paid up capital has reached Birr 4 billion and Birr 1.37 billion, respectively, a total deposit balance of Birr 16.95 Billion and a total loans and advances of Birr 11.09 billion, which in effect enhance the risk absorbing and the lending capacity of the Bank.

Bank of Abyssinia has 4,235 staff and 661,971 account holders and works with known money transfer agents such as Western Union, Express Money, Turbo Cash, Ria International, Transfast, Dahabshiil and Money Gram.

Bank of Abyssinia has maintained correspondent bank accounts with 12 well known international foreign banks operated in USA, EUROPE, MIDDLE EAST, AND AFRICA and Relationship Management Administration (RMA) agreements with 282 international commercial banks all over the world.

Following a strong demand for better service and products from all directions on the one hand, and a ground-breaking development in ICT, on the other, the bank has replaced its in-house IT system with the state-of-the-art one called T24.ATM and POS services with Habesha card and mobile banking service are commenced to further extend its service excellence.

[www.bankofabyssinia.com](http://www.bankofabyssinia.com))

### **1.3. Statement of the Problem**

It is natural that every business organization whether small or large, private or government, domestic or international operate in a turbulent and uncertain environment. In the context of changing customer expectations, technological discontinuities, increasing environmental uncertainties, business managers have a big challenge of making the right strategic choice and setting their strategic priorities in order to allocate their resources to different functions in an efficient manner for business success. Due to this, managers must develop new tools, new concepts, new strategy and the new mindsets to cope with the turbulent and chaotic environments leading to discontinuous change (Jain, 1997).

Marketing strategy is a key part of overall corporate strategy, which is concerned with developing plans for finding out what customers want and then efficiently meeting their requirements. Everyone knows that marketing strategy influences the company's ability to generate profits or to stay in business. Ferrell, O.C., Michael, D., & Hartline. (2011).

In actual fact when one runs a business, everything might not be easily accomplished. Marketing success is the livelihood of any company. Everyone knows that a marketing strategy influences the company's ability to engender profits or to stay in business.

This study was assessed the problems associated with the marketing strategy practices in bank of Abyssinia. Likewise bank of Abyssiniamight face with some problems while practicing/implementing the marketing strategies.

#### **1.4. Research Questions**

This study attempts to assess the problems associated with the marketing strategy practices in bank of Abyssinia. Specifically the study is designed to address the following basic questions:

- What are the basic factors considered in formulating the marketing strategy?
- How the company is segmenting, positioning and targeting its customers to address in the marketing strategy?
- How the marketing strategies are practiced aligned with service marketing mix to satisfy customer requirements?
- What are the major challenges that bank of Abyssinia is experiencing in implementing its marketing strategy?

#### **1.5. Research Objective**

##### **1.5.1. General Objective**

The general objective of the study is to assess the marketing strategy practices of bank of Abyssinia.

##### **1.5.2. Specific Objectives**

- To explore the various factor to be considered in marketing strategy
- To investigate how the company is strategically targeting, positioning and segmenting the market to achieve its objective

- To identify the company's marketing mix strategies that will demand to get market.
- To identify challenges encountered in the implementation of the marketing strategy.

## **1.6. Significance of the Study**

One of the core activities in a business company is having a well-developed marketing strategy. The study was designed mainly to deal with how marketing mix, market segmentation and target marketing are used in order to enhance, maintain and attract customers and to identify how those tools are aligned with marketing strategy. The study has expected to give both practical and theoretical significance. It has worth doing because it helps the company to look at its problems and provides additional input for top management in designing ways to improve the current gaps in order to satisfy the required demand of consumers. In line with this, the study has serve as an input for higher officials of the company and concerned government bodies to look at designing the strategy competitive in order to win the future competition in this sector. The study has also expected to contribute towards the advancement of theoretical knowledge and serves as a reference material for similar studies in future.

## **1.7. Definition of terms**

**Marketing:** is the delivery of customer satisfaction at a profit.

**Market Positioning:** is the development of a service and a marketing mix to occupy a specific place in the minds of customers within target markets.

**Market Segmenting:** is an approach that recognizes the differences among target markets by using individualized marketing mixes for each of the target markets selected by the organization and it is also known as a differentiation strategy.

**Target Market:** is a market segment selected by an organization for marketing attention.

**Marketing Strategy:** is the overall corporate and marketing action program including all elements of marketing complex in order to clarify undertaking to set goals and objectives.

**Marketing Mix:** are those controllable factors that have been chosen to satisfy customer needs. The eight controllable factors are product, price, place, promotion, process, physical evidence and people, are also known as the **7 Ps**.

### **1.8. Scope of the study**

The scope of the study was covered how the marketing strategy that is being practiced in Bank of Abyssinia to achieve its Vision, Mission and stated goals aligning with its target markets, positioning, segmenting and the marketing mixes to satisfy customer requirements. The study is delimited to the marketing strategy practices by the Company's side with marketing department staffs and marketing department manager.

### **1.9. Limitation of the study**

Since marketing strategy is the main topic, therefore, the study was limited and focused on marketing strategy practices of Bank of Abyssinia from the company perspective only. As the result of outcome cooperation of the respondents and their commitment to complete filling the questionnaires and interviews to devote their time to provide the researcher with the relevant information was limited. In addition Interview method were not certain to clearly reveal real situations due to personal biased and some officers were not volunteer to give the true situation because they may fear that their competitors may imitate their ideas. And this study also limited by lack of empirical data for the literature part.

## **1.10. Organizations of the Study**

The paper arranged under five chapters. Accordingly, first chapter deals with introductory aspects namely, back ground of the study, research problem, research questions, objective of the study, definition of terms, significant of the study, scope of the study and limitations the study. Second Chapter focuses on literatures review that could give theoretical and empirical basis to the study. Third Chapter focuses on design and methodology of the study. The fourth chapter introduces the result and discussion. Finally, fifth chapter, which is the closing chapter, focuses on provides summary of findings, conclusions and recommendations aimed at resolving the identified problems.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Introduction**

The focus of this section is mainly addresses the review of related literature that include theoretical literature, conceptual framework, empirical study and finally literature gap.

#### **2.2. Theoretical Literature**

##### **2.2.1. Marketing Strategy Overview**

Marketing strategy is the process of planning and implementing company policies towards realizing company goals in accordance with the company vision. Marketing strategies include general ones such as price reduction for market share growth, product differentiation, and market segmentation, as well as numerous specific strategies for specific areas of marketing (Zelalem and Negi, 2009)

While all marketers do not agree on a common definition of marketing strategy, the term generally refers to a company plan that allocates resources in ways to generate profits by positioning products or services and targeting specific consumer groups. Marketing strategy focuses on long term company objectives and involves planning marketing programs so that they help a company realize its goals. Companies rely on marketing strategies for established product lines or services as well as for new products and services. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources. Marketing strategy encompasses selecting and analyzing the target market(s) and creating and maintaining an appropriate marketing mix that satisfies the target market and company. (Paul Fifield 1994).

In the word of Kotler (2009), marketing strategy is the marketing of logic by which the business unit expects achieve its marketing objectives. Marketing strategy consists of marketing decisions on the business's marketing expenditure, marketing mix and allocations in relation to expected environmental and competitive conditions.

### **2.2.2. Marketing Strategy Development**

After testing and selecting a product concept for development, the new product manager must draft a three part preliminary marketing strategy plan for introducing the new product into the market. The first part will describe the target market's size, structure, and behaviour; the planned product positioning; and the sales, market share, and profit goals sought in the first few years. The second part will outline the planned price, distribution strategy, and marketing budget for the first year. The third part will describe the long run sales, profit goals, and marketing mix strategy over time. This plan forms the basis for the business analysis that is conducted before management makes a final decision on the new product (Ranchhod A., 2007).

### **2.2.3. Elements of marketing Strategy**

In order to achieve the marketing objectives, we need to have a strategy that includes different elements. Here there are four major elements that are used in the literature to explain the detail of marketing strategy. These are the Target market, Segmentation, Positioning and the marketing mixes. (Roger Brooks bank, 1994, pp.1014.).

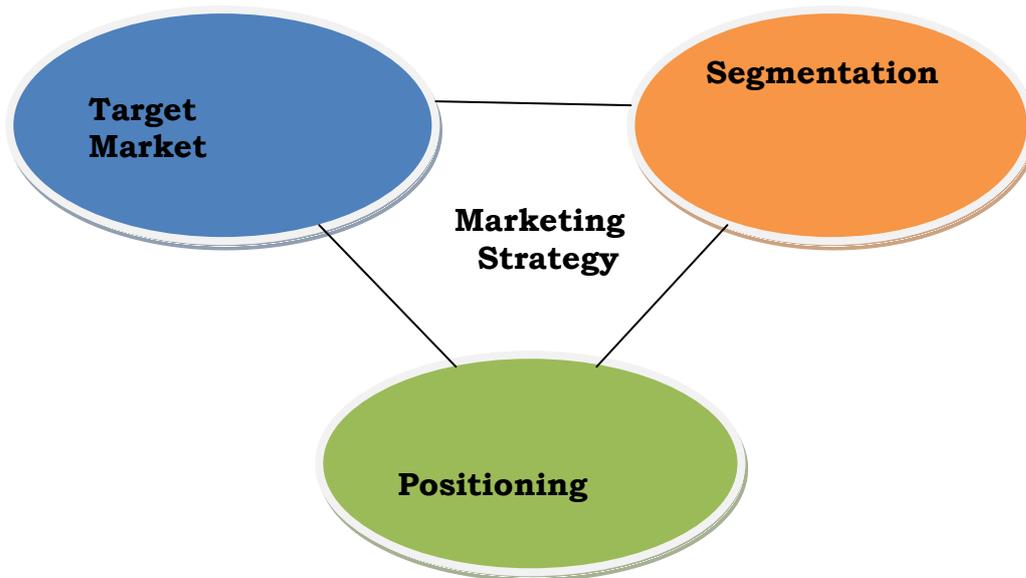


Figure 1: Framework of Marketing Strategy

Source: Adopted from Roger Brooks bank, 1994, pp.1014.

## **Segmentation, Targeting and Positioning**

### **2.2.3.1. Segmentation**

Market segmentation and the identification of target markets, however, are an important element of each marketing strategy. They are the basis for determining any particular marketing mix at its most basic level; the term “market segmentation” refers to subdividing a market along some commonality, similarity, or kinship. That is, the members of a market segment share something in common. The purpose of segmentation is the concentration of marketing energy and force on the subdivision (or the market segment) to gain a competitive advantage within the segment. Concentration of marketing energy (or force) is the essence of all marketing strategy, and market segmentation is the conceptual tool to help achieve this focus.

The importance of market segmentation results from the fact that the buyers of a product or a service are no homogenous group. Actually, every buyer has individual needs, preferences, resources and behaviours. Since it

is virtually impossible to cater for every customer's individual characteristics, marketers group customers to market segments by variables they have in common. These common characteristics allow developing a standardized marketing mix for all customers in this segment (Anderson, Carol H., 2000).

### **Bases for Segmentation**

Consumer markets can be segmented on the following customer characteristics.

#### **2.2.3.1.1. Demographic Segmentation**

Gender, age, income, housing type, and education level are common demographic variables.

Some brands are targeted only to women, others only to men. Music downloads tend to be targeted to the young, while hearing aids are targeted to the elderly. Education levels often define market segments. For instance, private elementary schools might define their target market as highly educated households containing women of childbearing age. Demographic segmentation almost always plays some role in segmentation strategy.

#### **2.2.3.1.2. Geographic Segmentation**

This is perhaps the most common form of market segmentation, wherein companies' segment the market by attacking a restricted geographic area. For example, corporations may choose to market their brands in certain countries, but not in others. A brand could be sold only in one market, one state, or one region.

Geographic segmentation can take many forms (urban versus rural, north versus south, seacoasts versus interior, warm areas versus cold, high humidity areas versus dry areas, high elevation versus low elevation areas, and so on). These examples also reveal that geographic segmentation is sometimes a surrogate for (or a mean to) other types of segmentation.

### **2.2.3.1.3. Behavioural Segmentation**

Behavioural segmentation is based on actual customer behaviour toward products. Some behavioural variables include: Benefits sought, Usage rate, Brand loyalty, User status: potential, first time, regular, etc., Readiness to buy, Occasions: holidays and events that stimulate purchases.

### **2.2.3.1.4. Psychographic or Lifestyle Segmentation**

Lastly, we come to psychographic (or lifestyle) segmentation, based upon multivariate analyses of consumer attitudes, values, behaviours, emotions, perceptions, beliefs, and interests. Psychographic segmentation is a legitimate way to segment a market, if we can identify the proper segmentation variables (or lifestyle statements, words, pictures, etc)

### **2.2.3.2. Target Market**

Targeting is the next step in the sequential process and involves a business making choices about segment(s) on which resources are to be focused. Targeting is the actual selection of the segment. "A set of buyers sharing common needs or characteristics that the company decides to serve." Companies use target marketing to tailor for specific markets. There are three major targeting strategies: undifferentiated, concentrated, and differentiated. During this process the Business must balance its resources and capabilities against the attractiveness of different segments (Kotler, P, 2007, pp.360).

### **2.2.3.3. Positioning**

Positioning is the use of marketing to enable people to form a mental image of your product in their minds (relative to other products). Positioning is how the product or service is to be perceived by a target market compared to the competition. It answers the question: "Why will someone in the target market(s) buy my product or service instead of the competitions?" An equivalent question is: "What should be the perceived value of my offering compared to the competitions?" (Kotler, P, 2007).

## **2.2.4. Marketing Mix Strategies**

As Eric Shaw (2011) stated that, the marketing program (popularly called the marketing mix) is the set of variables that managers use to influence customers. These variables include the product or service, price, advertising and promotion, and distribution. And the main four elements of marketing mix are described as the following:-

### **2.2.4.1. Product strategy**

Of all the strategic decisions to be made in the marketing plan, the design, development, branding, and positioning of the product are perhaps the most critical. At the heart of every organization lie one or more products that define what the organization does and why it exists. Products fall into two general categories. Products purchased for personal use and enjoyment are called consumer products, whereas those purchased for resale, to make other products, or for use in a firm's operations are called business products. (Ferrell and Hartline, 2011).

(Small Business Development Corporation [SBDC], 2011) stated that Products incorporate

#### **Product attributes**

Quality – the major tool in positioning our product. It encompasses two key elements:

Quality level - how it is made or perceived, and

Quality consistency - how it performs over its life.

Features – the physical or intrinsic characteristics of our product that contribute to the benefits it offers.

Design – a combination of how the product looks and how it performs.

#### **Branding**

A brand is a name, term, sign, symbol or design, or a combination of these elements that identifies the maker or seller of a product or service. Branding is an important part of a product and contributes to its personality and perceived value. The power of a brand cannot be underestimated many

people buy on the strength of brand alone with no regard for price or performance.

### **Packaging**

Packaging incorporates the wrapper or container for your product. It serves to protect the product, ensuring it reaches the buyer in good condition and also conveys the personality of your brand and important safety and statutory information.

### **Labelling**

Labelling incorporates all the written information about our product and usually takes the form of an adhesive sticker, a tie-on tag or a printed piece of packaging.

## **2.2.4.1.1. Marketing through the Product Life Cycle**

Although there are variations on the concept, the product life cycle is typically divided in four stages: introduction, growth, maturity, and decline.

### **Introduction Strategies**

In the introductory stage of the life cycle, a financially strong firm facing weaker competitors would probably employ a penetration strategy. The penetration strategy aims at the mass market, or a very large market segment, with an aggressive marketing mix: usually a combination of basic product, low price, large advertising and promotional campaign, and intensive distribution.

### **Growth Strategies**

Usually employed during the growth phase, an expansion strategy may be used during any stage of the life cycle, even to recycle a mature or declining product. There are two types of expansion strategies, one based on customers the other based on products. Firms can expand by adding new customer segments. An organization can expand geographically, by going from local to regional, regional to national, or national to international. A firm could also expand by adding new product lines.

### **Maturity Strategies**

During the maturity stage of the life cycle there are several strategic alternatives. These include maintenance, harvesting, and differentiation strategies. A maintenance (or hold) strategy attempts to maintain market share by maintaining marketing effort; essentially, keeping things the way they are. Toward the end of maturity, many firms shift from maintenance to a harvesting strategy. The product is treated as a “cash cow;” which involves accepting some reduction in market share in exchange for a more than proportional retrenchment in marketing effort. In contrast to the passive maintenance and harvesting strategies, a differentiation strategy keeps the firm aggressive during the maturity phase of the life cycle. Differentiation involves creating brand uniqueness in the minds of customers.

### **Decline Strategies**

Finally, at some time in the decline stage of the life cycle, a divestment strategy becomes necessary because a product or service with declining sales consumes disproportionate amounts of marketing time, effort and money. Consequently, the product must be withdrawn from the market. If almost all other competitors are dropping out of the market, however, it may be possible to profitably stay alive a little longer as the sole survivor. (Shaw, 2011)

#### **2.2.4.2. Pricing Strategies**

In discussing pricing, include the rationale for choosing the price, as well as any discounts, allowances, trade margins or adjustments. Three generic approaches to pricing are known as the 3 C's: (1) customer (or demand), (2) competitor, and (3) cost oriented pricing. The highest price possible to charge is the maximum that a customer is willing to pay. The lowest price a firm can offer, and remain in business for long, is its cost of goods plus operating expenses. Typically prices are set somewhere between these two extremes based on competitors' prices.

First, **demand oriented pricing**; customers are charged the highest price that each segment will pay, usually phrased: “what the traffic will bear.” Price skimming is an example of demand oriented pricing. With skimming a

high price is charged initially. After those who are willing to pay the most actually buy the product and sales begin to level off, the price is lowered to the next segment, and the process is repeated.

Second, **competitor oriented pricing** is particularly common in industries known as oligopolies. If a firm charges a higher price than competitors, no one buys from them.

Third, **cost oriented pricing** relates the price to cost. This method is particularly popular in wholesaling and retailing where a standard markup is common, such as “keystone” pricing using 100 percent markup above cost. (Shaw, 2011)

#### **2.2.4.2.1. Selecting a Pricing Method**

The three major considerations in price setting: Costs set a floor to the price. Competitors’ prices and the price of substitutes provide an orienting point. Customers’ assessment of unique features establishes the price ceiling. Companies select a pricing method that includes one or more of these three considerations. According to Kotler and Keller (2012), pointed out that, Here the following are the price-setting methods:-

**Markup pricing**-The most elementary pricing method is to add a standard markup to the product’s cost. Construction companies submit job bids by estimating the total project cost and adding a standard markup for profit. Lawyers and accountants typically price by adding a standard markup on their time and costs.

**Target-return pricing**-In target-return pricing, the firm determines the price that yields its target rate of return on investment. Public utilities, which need to make a fair return on investment, often use this method.

**Perceived-value pricing**- An increasing number of companies now base their price on the customer’s perceived value. Perceived value is made up of a host of inputs, such as the buyer’s image of the product performance, the channel deliverables, the warranty quality, customer support, and softer attributes such as the supplier’s reputation, trustworthiness, and esteem.

**Value pricing**- In recent years, several companies has adopted value pricing: They win loyal customers by charging a fairly low price for a high-

quality offering. Value pricing is thus not a matter of simply setting lower prices; it is a matter of reengineering the company's operations to become a low-cost producer without sacrificing quality, to attract a large number of values conscious customers.

**Going-rate pricing-** In going-rate pricing, the firm bases its price largely on competitors' prices. In oligopolistic industries that sell a commodity such as steel, paper, or fertilizer, all firms normally charge the same price. Smaller firms "follow the leader," changing their prices when the market leader's prices change rather than when their own demand or costs change. Some may charge a small premium or discount, but they preserve the difference.

**Auction-type pricing-** Auction-type pricing is growing more popular, especially with scores of electronic marketplaces selling everything from pigs to used cars as firms dispose of excess inventories or used goods. (Kotler and Keller, 2012)

#### **2.2.4.2.2. Pricing Strategies for New Products**

The pricing strategies for new product should be developed so that the desired impact on the market is achieved while the emergence of competition is discouraged. Two basic strategies that may be used in pricing new products are; skimming pricing and penetration pricing strategy.

**Skimming pricing:** is the strategy of establishing initial price for a product with a view of "skimming the cream of market" at the upper end of the demand curve. It is accompanied by heavy expenditure on promotion. A skimming strategy may be recommended;

- When the nature of demand is uncertain,
- when a company has expended large sums of money on research and development for a new product,
- When a competition is expected to develop and market a similar product in the near future or when the product is so innovative that the market is expected to mature very slowly. Under these circumstances, a skimming strategy has several advantages.

Premium and umbrella prices are two other forms of price skimming. Some products carry premium prices (high prices) permanently and build on

image of superiority for themselves. Some times higher prices are maintained in order to provide an umbrella for small high cost competitors. Umbrella prices have been aided by limitation laws that specify minimum prices for a variety of products, such as milk.

**Penetration pricing:** is the strategy of entering the market with a low initial price so that a greater strategy is used when an elite market does not exist and demand seems to be elastic over the entire demand curve even during early stages of product introduction. High price elasticity of demand is probably the most important reason for adopting a penetration strategy. The penetration strategy is also used to discourage competitors from entering the market. Penetration pricing reflects a long term perspective in which short term profits are sacrificed in order to establish sustainable competitive advantage (Paul Fifield, 1994).

### **2.2.4.3. Promotion Strategies**

Promotion relates to all the communication tools that the marketers use in the marketplace. As (Vardarajan, R.2010) in his strategic marketing book stated that, promotion includes all of the tools available to the marketer for marketing communications. As with the marketing mix, marketing communications has its own promotions mix, where different aspects of the Promotions mix can be integrated to deliver a unique campaign. The elements of the promotions mix are:-

- Personal selling
- Sales promotion
- Public relations
- Direct mail
- Trade fairs and exhibitions
- Advertising

The elements of the promotions mix are integrated to form a coherent campaign in relation to the strategy developed using STP.

### **2.2.4.3.1. Personal Selling**

Personal selling is an effective way to manage personal customer relationships. The sales person acts on behalf of the organization. They tend to be well trained in the approaches and techniques of personal selling. Personal selling is highly persuasive and is often used in markets where personal choice figures strongly in the purchase. (Vardarajan, R.2010).

Compared to other types of promotion, personal selling is the most precise form of communication because it assures companies that they are in direct contact with an excellent prospect. Though one-on-one contact is highly advantageous, it does not come without disadvantages. The most serious drawback of personal selling is the cost per contact. Personal selling is also expensive due to the costs associated with recruiting, selecting, training, and motivating salespeople. (Ferrell and Hartline, 2011)

### **2.2.4.3.2. Sales Promotion**

Sales promotion, a key ingredient in marketing campaigns, consists of a collection of incentive tools, mostly short term, designed to stimulate quicker or greater purchase of particular products or services by consumers or the trade. Whereas advertising offers a reason to buy, sales promotion offers an incentive. Sales promotion includes tools for consumer promotion(samples, coupons, cash refund offers, prices off, premiums, prizes, patronage rewards, free trials, warranties, tie-in promotions, cross-promotions, point-of purchase displays, and demonstrations), trade promotion(prices off, advertising and display allowances, and free goods), and business and sales force promotion(trade shows and conventions, contests for sales reps, and specialty advertising). Sales promotions in markets of high brand similarity can produce a high sales response in the short run but little permanent gain in brand preference over the longer term. In markets of high brand dissimilarity, they may be able to alter market shares permanently. (Kotler and Keller, 2012).

Sales promotion involves activities that create buyer incentives to purchase a product or that add value for the buyer or the trade. Sales promotion can be targeted toward consumers, channel intermediaries, or the sales force.

Sales promotion includes broad assortment of promotional elements because it encompasses activities other than advertising, public relations, and personal selling. (Ferrell and Hartline, 2011)

### **2.2.4.3.3. Public Relations**

Public relation is defined as the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics, institute of public relations. Public relations can be split into proactive communications designed to build understanding and reactive communications designed to counter misunderstanding. (Whalley, A., 2010). Not only must the company relate constructively to customers, suppliers, and dealers, it must also relate to a large number of interested publics. A public is any group that has an actual or potential interest in or impact on a company's ability to achieve its objectives. Public relations include a variety of programs to promote or protect a company's image or individual products. The wise company takes concrete steps to manage successful relationships with its key publics.(Kotler and Keller, 2012)

### **2.2.4.3.4. Direct Mail Marketing**

Direct mail is a popular medium because it permits target market selectivity, can be personalized, is flexible, and allows early testing and response measurement. Although the cost per thousand is higher than for mass media, the people reached are much better prospects. The success of direct mail, however, has also become its liability so many marketers are sending out direct-mail pieces that mailboxes are becoming stuffed; leading some consumers to disregard the blizzard of solicitations they receive. In constructing an effective direct-mail campaign, direct marketers must choose their objectives, target markets and prospects, offer elements, means of testing the campaign, and measures of campaign success. (Kotler and Keller, 2012).

Direct marketing has now expanded into areas such as telemarketing; cataloguing, door to door leafleting, e-mail marketing, broadcast faxing etc.

as such direct marketing is a major sub-section of marketing in its own right. (Vardarajan, R.2010).

#### **2.2.4.3.5. Trade Fairs and Exhibitions**

The purpose of trade fairs and exhibitions is to increase awareness and to encourage trial, largely through face to face contact of supplier and customer. They offer the opportunity for companies to meet with both the trade and the consumer, for both to build relationships outside traditional sales meetings. They are heavily used with business to business marketing, Especially within technology and engineering based products. (Vardarajan, R.2010).

#### **2.2.4.3.6. Advertising**

Advertising is a key component of promotion and is usually one of the most visible elements of an integrated marketing communications program. Advertising is paid, non-personal communication transmitted through media such as television, radio, magazines, newspapers, direct mail, outdoor displays, the Internet, and mobile devices. Advertising promotes all types of products, including goods, services, ideas, issues, people, and anything else that marketers want to communicate to potential customers. Whether used in consumer or business markets, there are two basic types of advertising: institutional and product advertising.

**Institutional Advertising** Institutional advertising promotes a firm's image, ideas, and culture, with the goal of creating or maintaining an overall corporate image.

**Product Advertising** Product advertising promotes the image, features, uses, benefits, and attributes of products. Product advertising comes in many different forms. (Ferrell and Hartline,2011)

In developing an advertising program, marketing managers must always start by identifying the target market and buyer motives. Then they can make the five major decisions, known as "the five Ms": *Mission*: What are our advertising objectives? *Money*: How much can we spend and how do we allocate our spending across media types? *Message*: What message should

we send? *Media*: What media should we use? *Measurement*: How should we evaluate the results? (Kotler and Keller,2012)

#### **2.2.4.4. Place Strategy**

Place is not just about the point of sale, it's about the total channel of distribution and a consideration of the value chain from raw materials through to the customer. As such it's one of the most cross-functional areas within marketing and one of most vital areas in terms of the processes aspect of the extended marketing mix.

There are six basic channel decisions:

1. Do we use direct or indirect channels? (E.g. direct to a consumer, indirect via a wholesaler).
2. Single or multiple channels.
3. Cumulative length of the multiple channels
4. Types of intermediary
5. Number of intermediaries at each level
6. Which companies as intermediaries to avoid intra channel conflict (i.e. infighting between local distributors). There are many types of intermediaries such as wholesalers, agents, retailers, the internet, overseas distributors, direct marketing (from manufacturer to user without an intermediary), and many others.

##### **1. Channel intermediaries-Wholesalers**

They break down bulk into smaller packages for resale by a retailer, i.e. they buy from producers and resell to retailers and in doing take title to the goods. They provide storage facilities. A wholesaler will often take on the some of the marketing responsibilities (Vardarajan, R.2010).

Wholesalers (also called distributors) differ from retailers in a number of ways. First, wholesalers pay less attention to promotion, atmosphere, and location because they are dealing with business customers rather than final consumers. Second, wholesale transactions are usually larger than retail transactions, and wholesalers usually cover a larger trade area than retailers. Third, the government deals with wholesalers and retailers differently in terms of legal regulations and taxes. (Kotler and Keller, 2012).

## **2. Channel intermediaries-Agents**

An agent will typically secure an order for a producer and charge a commission on the sale or be paid a retainer with a sales related bonus. Generally they don't take title to the goods, unless they are a stockiest agent who will hold consignment stock, i.e. will store the stock, but the title will remain with the producer. This approach is used where goods need to get into a market soon after the order is placed. Agents can be very expensive to train. They are difficult to keep control of due to the physical distances involved. They are difficult to motivate. (Vardarajan, R. 2010).

## **3. Channel intermediaries-Retailers**

Retailers will generally have a much stronger personal relationship with the consumer. They will hold several other brands and products and their customers will expect to be exposed to many products and brands that are competitive. Where the retail purchase is significant the retailers will often offer credit to the customer which requires consideration in pricing decisions. Retailers will give the final selling price to the product but will also do their own marketing or will increasingly arrange co-operative marketing with the producer. (Vardarajan, R.2010).

At the retail level of distribution, channel selection also involves the number of retailers, in a given geographical market, carrying a seller's products. Retail coverage may be intensive, selective or exclusive. Intensive distribution attempts to sell products through every available outlet in a given geographical area. Exclusive distribution reduces coverage to a single store, or chain, in the desired market. Selective distribution provides coverage between every outlet available and a single outlet by offering a firm's products to a select group of outlets in a chosen area. (Shaw, E., 2011).

## **4. Channel intermediaries-Internet**

The internet presents us with geographically dispersed and disparate market in customer terms. This is its main benefit it exposes products to a wider audience at relatively low cost which in turn has lead to the proliferation of niche and specialist businesses which would be impossible without the internet as a contact and order placing medium. With the

advent of broadband and satellite it has also become a delivery medium for products such as TV, films, software, interactive games etc. (Vardarajan, R.2010).

#### **2.2.4.5. People**

In Booms and Bitner's (2012), 7Ps services marketing framework, people are all people directly or indirectly involved in the service encounter, namely the firm's contact employees, personnel and other customers. Due to the inseparability of production and consumption for services which involves the simultaneous production and consumption of services, service firms depend heavily on the ability of contact employees to deliver the service.

Contact employees contribute to service quality by creating a favourable image for the firm, and by providing better service than the competitions. Service providers (such as hair stylists, personal trainers, nurses, counselors and call centre personnel) are involved in real time production of the service. They are the "service". Much of what makes a service special derives from the fact that it is a lived-through event. Service firms must find ways in which they can effectively manage the contact employees to ensure that their attitudes and behaviours are conducive to the delivery of service quality. This is especially important in services because employees tend to be variable in their performance, which can lead to variable quality i.e. heterogeneity in the performance of services. The quality of a service (a visit to a hospital for medical check-up, having a meal at the restaurant, accountancy and consulting services) can vary from service providers and customers among many other factors. This lack of homogeneity in services creates difficulties for the service firms. As delivery of services occurs during interaction between contact employees and customers, attitudes and behaviours of the service providers can significantly affect customers' perceptions of the service. This is important, because customers' perceptions of service quality and its value can influence customer satisfaction, and in turn, purchase intentions.

#### **2.2.4.6. Physical evidence**

Physical evidence refers to the environment in which the service is assembled and in which the seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service. The physical evidence of service includes all the tangible representations of service such as brochures, letterhead, business cards, reports, signage, internet presence and equipment. For example, in the hotel industry, the design, furnishing, lighting, layout and decoration of the hotel as well as the appearance and attitudes of its employees will influence customer perceptions of the service quality and experiences. Because of the simultaneous production and consumption of most services, the physical facility i.e. its servicescape can play an important role in the service experience. Booms and Bitner's (2012)

#### **2.2.4.7 Process**

Process is referred to the procedures, mechanisms and flow of activities by which the service is delivered i.e. the service delivery and operating systems. The process of travelling with a budget airline is very different from that with a full-fledged premium airline. Because services are performances or actions done for or with the customers, they typically involve a sequence of steps and activities. The combination of these steps constitutes a service process which is evaluated by the customers. Furthermore, in a service situation customers are likely to have to queue before they can be served and the service delivery itself is likely to take a certain length of waiting time. It helps if marketers ensure that customers understand the process of acquiring a service and the acceptable delivery times. Creating and managing effective service processes are essential tasks for service firms. Managing the process factor is essential due to the perishability of services which means that services cannot be inventoried, stored for reuse or returned. Hotel rooms not occupied and airline seats not purchased cannot be reclaimed. As services are performances that cannot be stored, it is a challenge for service businesses to manage situations of over or under demand. Another distinctive characteristic of the service process that

provides evidence to the customer is the standardized or customized approach based on customer's needs and expectations. Since services are created as they are consumed, and because the customer is often involved in the process, there are more opportunities for customizing the service to meet the needs of the customers

### **2.2.5. Basic Factors Considered in Formulating the Marketing Strategy**

According to Ferrell and Hartline (2011) pointed out that the key issues considered in formulating the marketing strategy is the situation analysis.

The purpose of the situation analysis is to describe current and future issues and key trends as they affect three key environments: the internal environment, the customer environment, and the external environment.

#### **The Internal Environment**

The first aspect of a situation analysis involves the critical evaluation of the firm's internal environment with respect to its objectives, strategy, Performance, allocation of resources, structural characteristics, and political climate. First, the marketing manager must assess the firm's current marketing objectives, strategy, and performance. A periodic assessment of marketing objectives is necessary to ensure that they remain consistent with the firm's mission and the changing customer and external environments.

#### **The Customer Environment**

In the second part of the situation analysis, the marketing manager must examine the current and future situation with respect to customers in the firm's target markets. During this analysis, information should be collected that identifies: (1) the firm's current and potential customers, (2) the prevailing needs of current and potential customers, (3) the basic features of the firm's and competitors' products perceived by customers as meeting their needs, and(4) anticipated changes in customers' needs.

## **The External Environment**

The final and broadest issue in a situation analysis is an assessment of the external environment, which includes all the external factors competitive, economic, political, legal/regulatory, technological, and socio cultural that can exert considerable direct and indirect pressures on both domestic and international marketing activities.

According to Hitesh Bhasin (2012) also suggested in the magazine of marketing91.com, there are 3 essential factors while formulating marketing strategy. They are as follows:-

1. **Developing customer intimacy-** A company can gain a lot by investing time in its customers, getting to know them, their likes, dislikes, preferences.

2. **The health of the brand** – The second most important factor while formulating a marketing strategy is determining the health of the brand. This takes the external environment into account.

3. **Innovation-** It is important to understand that innovation does not happen in one department only. It can happen in the supply chain department, the costing department, the accounting department and most importantly the product development department.

### **2.2.6. Major Challenges in Implementing the Marketing Strategy**

perry (2008) stated in his article of the challenge of successfully implementing strategy, implementing strategy is really hard work. Big strategic ideas are plentiful, yet relatively few strategies can be described as having revolutionized the entire organization. Perry also described the five levels of strategy. These are:-Grand Strategy, Getting the big picture into focus, Creating innovative marketing initiatives, Functional re-alignment of the organization and New implementation excellence. Perry (2008) stated that, the pitfalls of implementing strategy are as follows:-

**1. Not clearly identifying which of the above five levels of strategy the debate should be focused upon:** The first step is to decide this to ensure that the debate stays focused. Companies usually need focus on only one or two of these in a given planning period.

**2. Increasing misinterpretation of the big strategic idea vision as it moves out of the executive suite into the organization.** A quick survey by people who understand your strategy and how this

**3. Not starting the process with a thorough unpacking of the detailed changes required to implement the new strategy.** Often this is hindered by the “not knowing what we don’t know” syndrome.

**4. Inadequate realignment of company resources with the new strategy.** Old habits die hard! For example, the sales team might concentrate on customers that have been historically important. Strategy might, however, require considerable investment in emerging groups of customers. Fundamental questions must be asked about how to successfully “break with the old” a tough thing for incumbent managers to do.

**5. Leaving the brand/product portfolio untouched.** New strategies require a hard look at which brands/products to reposition, divest and where new ones may be created or acquired. For example, a decision to be the low cost leader is a decision to streamline the portfolio but often “old favorites” are allowed to remain at the cost of efficiency.

### **2.3. Empirical study**

An empirical study was conducted by kebede dechassa (2014), in Ethiopia. The research state on marketing strategy practice on Awash international bank. This research adopts a combination of primary data and secondary source of information. The primary data is collected through the questionnaire and personal interview. The sampling method is purposive sampling method and the sample size is 20.

The finding of the study revealed that as the following:-

- There is significant influence of 4p's on the marketing strategy of the company
- Product/service is as bank is a service giving industry, it is very easy to adapt by the competitor immediately. In this situation it is difficult to get special and different product/service in our country's banking industry.
- Pricing is based on the service and different scenario such as level of risk on loan and deposit, level of profitability, types of product/service and other dimension.
- There is influence on place mix, When talking about banking, three types of distribution channels can be distinguished: (1) traditional distribution, which takes place at the headquarters of banks and in their branches; (2) non-stationary (mobile) distribution, which includes visits of the bank employees to customers mobile points of sales; and (3) electronic distribution, which includes cash ATMs machines, phone banking, home banking and Internet banking.
- Regarding on promotion the study states that the promotion mix are very significant for the service industry.

Generally the research reveals that marketing element is the significant determinant of marketing strategy. The primary objective of the research is to explore the impact of marketing strategy element of bank service providers. The research confirms that marketing mix element significantly affect customer satisfaction.

## 2.4. Conceptual Framework

The conceptual framework indicates the crucial process, which is useful to show the direction of the study. In order to achieve the marketing objectives, companies need to have a strategy that includes different elements. There are four major elements that are used in the detail of marketing strategy. These are the Target market, Segmentation, Positioning and the marketing mixes.



**Figure 2:-Framework of Marketing Strategy**

**Source: Own design**

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. Introduction**

This chapter mainly address the research design and methodology. This includes the research design, population and sampling technique, Source and tools of data collection, procedure of data collection, methods of data analysis and ethical issue.

#### **3.2. Research design**

Since the research topic is assessment of marketing strategy practices in Bank of Abyssinia S.C, so the research method is descriptive studies. The row data was presented by using different descriptive methods of graphs and tables. It is obvious that, based on their nature and purpose, different types of studies require different research methods. To undertake this study, a case study design was employed by using both qualitative and quantitative approaches in order to obtain the desired results of the company and to explore detailed evidence about the problem.

#### **3.3. Population and sampling technique**

The target populations of the study were the manager and employees of Strategy and planning, business development, and communication and operation departments under marketing department in bank of Abyssinia. The populations of the study were 125 employees who are working in Strategy and planning, business development, and communication and operation departments at the Head Office as well as service center. The sampling procedure is non-probability sampling and the selections of the respondents was determined by using purposive sampling research method because no other departments are concerned about marketing strategies and the researcher took all the respondents of marketing staffs as a total population of the study. The sample size and sample size determination

formula are specified by Census method, since the marketing department staff is few in number.

### **3.4. Source and tools of data collection**

In order to gather the data from relevant sources, both primary and secondary data collection instruments were used. In order to generate the primary data, personal interviews was conducted with marketing strategy and planning manager of the company and the closed ended questionnaires were distributed to marketing department staffs. On the part of secondary data, the researcher referred bank of Abyssinia strategic marketing document, different reference books, journal articles and web sites.

The questionnaire part is consists of 2 sections. The first one is the general information section contains the overall information of the respondents; such as, the respondents gender, age, marital status, educational background, work experience and position of the respondents in the organization. The second part is the essential information section that covered the research questions on marketing strategy practices of the company.

The designed questionnaire and interview questions were adopted from different sources getting from internet websites on the same topic entitled in different service organization. The variables used in this study are Marketing mix that consists of 7Ps:- product, price, place, promotion, Process, physical evidence and people, market segmentation, positioning and targeting.

### **3.5. PROCEDURES OF DATA COLLECTION**

The interview questions and questionnaires were given in advance to the a aforementioned samples. Department manager was willing to be interviewed by the researcher, in the same way, employees were willing and able to fill the questionnaires and returned same as per the researcher schedule. However some problems faced are mentioned in the limitation part of the research.

### **3.6. Methods of Data Analysis**

The collected data was analyzed and interpreted by using both qualitative and quantitative techniques. The data collected by open ended interview questionnaires was analyzed qualitatively. Closed ended questionnaires were analyzed quantitatively. In this study descriptive statistical tool was used in the analysis part to measure the variables. In analyzing the data the researcher used SPSS. The data has been analyzed using methods of frequency distribution and percentage methods. Accordingly the results of the analysis were interpreted.

### **3.7. Ethical consideration**

The confidentiality of information supplied by research subjects and the anonymity of respondents is respected. And also research participants participated in a voluntary way, free from any coercion. Harm to research participants is avoided and the independence of research is clear, and any conflicts of interest or partiality is explicit.

# CHAPTER FOUR

## RESULTS AND DISCUSSION

### 4.1. Introduction

This chapter presents the data analysis, results and discussion of the findings based on the objectives of this study. The objective of the study was to assess Marketing Strategy practices of Bank of Abyssinia S.C.

The focus of this section is mainly on the marketing strategy practices of the company with respect to target marketing, market segmentation, positioning and marketing mixes (product, pricing s, place, promotion, people, physical evidence and presses) that constitutes for marketing strategy applications.

### 4.2. Response rate

From the study, the study population was 125 where 120 respondents responded and returned the questionnaires. The 120 respondents were employees and Managers of marketing department of bank of Abyssinia S.C. This constituted 96% response rate. (Mugenda and Mugenda, 2003) indicated a respondent rate of 50%-70% is sufficient for a study and therefore a respondent rate of 96% for this study was very good.

Table 4.1 Total Number of questionnaires distributed, returned and unreturned

Questionnaires	Number	Percentage
Returned	120	96.0
Unreturned	5	4.0
Total distribute	125	100.0

Source: Own Survey, 2017

### 4.3. Result of demographic question

Table 4.2: General information

No description	General information	Frequency	percentage
Gender	Male	76	63.3
	Female	44	36.7
	Total	120	100
Age	18-28	57	47.5
	29-39	54	45.0
	40-50	3	2.5
	Over 51	6	5.0
	Total	120	100
Marital status	Single	72	60
	Married	48	40
	Divorced	-	-
	Windowed	-	-
	Total	120	100
Educational background	BA/BSC	84	70
	MA/MSC/MBA	36	30
	PHD	-	-
	Total	120	100
Work experience	Under 2 years	28	23.3
	2-5 years	22	18.3
	5-10 years	44	37.7
	Over 10 years	26	21.7
	Total	120	100

Source: Own Survey, 2017

Table 4.2 general information indicates the gender allocation of the sample of respondents from the marketing department employees which the research was conducted. As depicted on Table 4.2, 63.3% were male, while the remaining 36.7% comprised of female respondents. the age of majority

employees were between 18 and 28 years old that accounts 47.5%. Employees who were between 29 to 39 years are 45%, from 40 to 50 years old were 2.5% and over 50 years old were 5%. In general 47.5% of the respondents were in the age groups of 18 up to 39 years old. This indicates that there is a potential advantage for working by young employees especially to achieve future objectives of the company's marketing strategy. The marital status of the respondent was dominated by single which comprises 60% while married respondents comprise 40%. The respondents' qualification levels were divided into two groups' i.e. 70% were first degree holders and the remaining 30% were second degree holders. Here, we can say that all the respondents are educated and more than first degree holders. This implies that the company has taken the advantage of utilizing its human resource for marketing strategy application and gives the company a competitive advantage where the competition will exist in the future. Most of the respondents have been working in the company for 5 Years and above 37.7% of the respondent grouped under 5-10 years' work experience followed by 23% under 2 years' experience, then 21.7% and 18.3% of the respondents have above 10 years and 2-5 years experiences respectively. Long years of experience shows that there is a relatively lower employee turnover as a result reduce cost of hiring new employees and saves time. As a result, the company can achieve its objectives and can maximize its profit.

#### 4.4. Result and discussion on research question

Table 4.3: Employees opinion towards product and service quality

No	Description	Product	frequency	percent
1	Employees opinion product and service quality	Very good	38	31.7
		good	56	46.7
		Medium	24	20.0
		poor	1	0.8
		Very poor	1	0.8
		total	120	100

Source: Own Survey, 2017

As shown in Table 4.3, 46% and 31.7% of respondents replied that the company product and service quality is rated good and very good respectively. On the other side some of respondents replied that the quality of the company service and product is medium, poor and very poor which accounts 20%, 0.8% and 0.8% respectively,

More than half of the respondents replied that the company's product and service quality is rated that good and very good. The result also implies that the company product and service are good and satisfy customer want and need.

Table 4.4: Employees Opinion towards the service outlet expansion

No	Description	Place	frequency	percent
2	Employees opinion towards the service outlet expansion	Yes	36	30.0
		No	84	70.0
		Total	120	100

Source: Own Survey, 2017

As shown in the table 4.4: The vast majority of respondents 87% believe that the service outlet expansion of the company is not yet enough. The employees strengthened this idea by saying that although the company is presented in each regional states of the country, still there needs to be more branch opening.

Table 4.5: Employees Opinion towards the service availability and accessibility

No	Description	place	frequency	percent
3	opinion towards the service availability and accessibility	Very good	23	19.2
		good	74	61.7
		fair	22	18.3
		poor	1	0.8
		total	120	100

Source: Own Survey, 2017

As shown in the Table 4.5, majority of respondents answered that the company's service availability and accessibility are good and very good which accounts 61.7% and 19.2% respectively. 18.3% of the respondents replied that the company's service availability and accessibility are fair. The remaining 0.8% of the respondents said that the company's service availability and accessibility are poor. The results show that the degree to which the company's services are available to as many people as possible. So that the company service availability and accessibility is good and determines the product's marketing presence and the buyer's accessibility to service. And majority of people are able to access and available for their day to day activities as well as for their business activities.

Table 4.6: Employee opinion regarding the question of is the company pricing same to all customers?

No	Description	Price	frequency	percent
4	Employee's opinion regarding the question of is the company pricing same to all customers?	Yes	92	76.7
		No	28	23.3
		Total	120	100

Source: Own Survey, 2017

As shown in the Table 4.6, majority of respondents answered that the company's price discrimination is same to all customer which accounts 76.7 and the remaining 23.3% of the respondents said is not same to all customer. The result shown that the bank of Abyssinia pricing strategy is same to all customers in determine their service for the customer.

Table 4.7: Opinions Concerning Key factors Considered in Setting Pricing Strategy

No	Description	Price	frequency	percent
5	Key factors considered in setting pricing strategy	Product value	38	31.7
		cost	15	12.5
		Perceived value	2	1.7
		Economic condition	18	15.0
		Marketing objective	15	12.5
		Competitor's cost, price and offers	32	26.5
		total	120	100

Source: Own Survey, 2017

As indicated on Table 4.7, 31.7 of the respondents replied that the key factor considered in setting pricing strategy is product value. Competitor’s cost, price and offers is which accounts 26.5%. Economic condition is which accounts 15%. Cost and marketing objective factors are considered in setting price which accounts 12.5% and 12.5% respectively. The remaining 6% said perceived value. The above analysis implies that product value is the major factor considered in setting the pricing strategy of the company.

Table 4.8: Employees Opinion Concerning the Company’s Advertising Strategy

No	Description	Advertising	frequency	percent
6	Employees opinion concerning the company advertising	Very good	48	40.0
		good	42	35.0
		Moderate	24	20.0
		Not good	6	5.0
		Bad	-	-
		total	120	100

Source: Own Survey, 2017

As shown in Table 4.8: 40% of respondents replied that the company advertising strategy is rated very good. 35.5% of the respondents replied that the company advertising strategy is good. 20% said moderate. On the other side some of respondents replied that the advertising strategy is not good which accounts are 5%. More than half of the respondents replied that the company’s advertising strategy is rated that very good and good.

Table 4.9: Employees Opinion Concerning the Company's sales promotion Strategy

No	Description	Sales promotion	frequency	percent
7	Employees opinion concerning the company sales promotion	Very good	24	20.0
		good	60	50.0
		Moderate	26	21.7
		Not good	10	8.7
		Bad	-	-
		total	120	100

Source: Own Survey, 2017

As shown in Table 4.9: 50% of respondents replied that the company sales promotion strategy is rated good. 21.7% of the respondents replied that the company sales promotion strategy is moderate. 20% said very good. On the other side some of respondents replied that the sales promotion strategy is not good which accounts are 8.7%. Majority of the respondents replied that the company's sales promotion strategy is rated that good.

Table 4.10: Employees Opinion Concerning the Company's personal selling Strategy

No	Description	Personal selling	frequency	percent
8	Employees opinion concerning the company personal selling	Very good	24	20.0
		good	30	25.0
		Moderate	36	30.0
		Not good	30	25.0
		Bad	-	-
		total	120	100

Source: Own Survey, 2017

The above Table 4.10 shows that 30% of the respondents responded that the personal selling strategy is moderate. Respondents answered that the company's personal selling strategy are good and not good which accounts 25% and 25% respectively. 20% said very good. And the result implies that the company personal selling strategy is below good and it's moderate. The company is not accomplishing the personal selling strategy practice effectively.

Table 4.11: Employees Opinion Concerning the Company's public relation and publicity Strategy

No	Description	Public relation and publicity	frequency	percent
9	Employees opinion concerning the company public relation and publicity strategy	Very good	22	18.3
		good	36	30.0
		Moderate	50	41.7
		Not good	12	10.0
		Bad	-	-
		total	120	100

Source: Own Survey, 2017

As shown in Table 4.11: 41.7% of respondents replied that the company public relation and publicity strategy is rated moderate. 30% of the respondents replied that the company public relation and publicity strategy is good. 18.3% said very good. On the other side some of respondents replied that the public relation and publicity strategy is not good which accounts are 10%. The majority of the respondents replied that the company's the public relation and publicity strategy is rated that moderate. And the result implies that the company public relation and publicity strategy is below good and it's moderate. The company is not accomplishing the public relation and publicity strategy practice effectively.

Table 4.12: Employees Opinion Concerning the Company’s direct marketing Strategy

No	Description	Direct marketing	frequency	percent
10	Employees opinion concerning the company direct marketing	Very good	12	30.0
		good	34	28.3
		Moderate	50	41.7
		Not good	24	20.0
		Bad	-	-
		total	120	100

Source: Own Survey, 2017

As shown in Table 4.12: 41.7% of respondents replied that the company direct marketing strategy is rated moderate. 28.3% of the respondents replied that the company direct marketing strategy is good. On the other side some of respondents replied that direct marketing strategy is not good which accounts are 20%. 10% said very good. Most of respondents replied that the company’s direct marketing strategy is rated that moderate. And the result implies that the company direct marketing is below good and it’s moderate.

Table 4.13: Employees Opinion Concerning the Company’s event and experience Strategy

No	Description	Event and experience strategy	frequency	percent
11	Employees opinion concerning the company event and experience strategy	Very good	12	10.0
		good	38	31.7
		Moderate	42	35.0
		Not good	15	12.5
		Bad	13	10.8
		total	120	100

Source: Own Survey, 2017

As shown in Table 4.13: 35% of respondents replied that the company event and experience Strategy is rated moderate. 31.7% of the respondents replied that the company event and experience strategy is good. On the other side some of respondents replied that event and experience strategy is not good and bad which accounts are 12.5% and 10.8% respectively. 10% said very good. Most of respondents replied that the company's event and experience strategy is rated that moderate. And the result implies that the company event and experience strategy is below good and it's moderate.

As shown in the table 4.8, table 4.9, table 4.10, table 4.11, table 4.12 and table 4.13 from the promotional mix strategy advertising and sales promotion strategy is rated good and effective promotional method for the company of the service. On the other side the remaining promotional mix is not that much working on and rated below good and moderate. It implies that the company is not give attention for personal selling, public relation and publicity, direct marketing and event and experience.

Table 4.14: Employees Opinion concerning that all the company staff towards implementation of marketing strategy

No	Description	Price	frequency	percent
12	Employee's opinion concerning that all the company staff towards implementation	High capable	30	25.0
		Capable	78	65.0
		Not capable	12	10.0
		Total	120	100

Source: Own Survey, 2017

As shown table 4.14: Respondents were inquired how they do evaluate all the company staffs towards implementation of the marketing strategy of the company. 65% of respondents replied that it's capable. 30% said high capable and 10% of responded that the staffs are said not capable, so that in order to implement the company's strategy at full capacity.

Table 4.15: Employees Opinion regarding to the company service outlet layout standard (are all service outlets have same layout?)

No	Description	Customer perception	frequency	percent
13	Has service outlet layout standard	Yes	84	70.0
		No	36	30.0
		Total	120	100

Source: Own Survey, 2017

As illustrated on the table 4.15, 70% of the participants agree that BOA has service outlet lay out standard, and 30% think there is no standard layout. To answer this doubt the researcher tried to visit most of BOA service outlets and witnessed that, the outlets, have almost same standard and they are neat and clean, on the other hand, the employees including service centres managers have dressing code of same colour shirt and tie, which is very attractive for someone who is entering those centres.

Table 4.16: Employees Opinion about the company's service outlet layout convenient for customer service

No	Description	Physical evidence	frequency	percent
14	Employees opinion about the company's service out late layout convenient for customer service	Very convenient	24	20.0
		convenient	60	50.0
		Moderate	30	25.0
		Not convenient	6	5.0
		total	120	100

Source: Own Survey, 2017

As shown table 4.16: Employees Opinion about the company's service outlet layout convenient for customer service is 50% of respondents replied it's

convenient. 25.5% and 20% said moderate and very convenient respectively. On the other side not convenient is rated as 5%. The result shown that half of respondents said convenient and important dimension to the physical evidence is related to the location of the bank branches. While locating branches, the branch needs to consider a number of factors, such as smooth accessibility, availability of infrastructural facilities and the management of branch offices and premises.

Table 4.17: Employees Opinion about service procedure and mechanisms of the company

No	Description	process	frequency	percent
15	Employees opinion about service procedure and mechanisms of the company	Very good and revised timely	84	70.0
		Good but not revised timely	36	30.0
		Its old and doesn't allow for good service	-	-
		Total	120	100

Source: Own Survey, 2017

As indicated on Table 4.17, 70% of the respondents replied that the evaluation of the service procedure and mechanisms of the company is very good and revised timely and 30% respondents said good but not revised timely. The result implies that the service procedure and mechanisms of BOA is very good and revised timely. The processing method should be easy and convenient to the customers. Instalment schemes should be streamlined to cater to the ever growing demands of the customers. Information technology and Data Warehousing will smooth the process flow. IT will help in servicing large no. of customers efficiently and bring down overheads.

Table 4.18: Employees opinion towards the Company's Market Segmentation

No	Description	segmentation	frequency	percent
16	Employees opinion towards the company's market segmentation	Geographical location	72	60.0
		Physical or life cycle	10	8.3
		demographic	32	26.7
		behavioural	-	-
		No segmentation	6	5.0
		total	120	100

Source: Own Survey, 2017

As illustrated on Table 4.18, majority of respondents stated that the bases of the company's market segmentations are geographical location which accounts 60%. Some respondents replied that demographic and physical or life cycle which accounts 26.7 and 8.3% respectively. Respondents who responded no market segmentation is 5%. From the above analysis, we can say that the company's focuses more on the geographical location.

Table 4.19: Employees opinion towards the strategy of targeting

No	Description	Targeting	frequency	percent
17	Employees opinion towards the strategy for targeting	Differentiated	104	87.6
		Undifferentiated	16	13.3
		Concentrated	-	-
		Total	120	100.0

Source: Own Survey, 2017

As shown table 4.19 the employees opinion towards the strategy of targeting is rated as differentiated which accounted 87.6% and 13.3% said undifferentiated. The majority of the respondents by having same opinion that the company uses targeting strategy of differentiation.

Table 4.20: Employees opinion of the customer perception towards the company product against the competitors

No	Description	Positioning	frequency	percent
18	Employees opinion perception towards the company product against the competitors	Very good	36	30.0
		good	78	78.0
		Moderate	6	5.0
		Not good	-	-
		Bad	-	-
		total	120	100

Source: Own Survey, 2017

As indicated on Table 4.20: 78% of the respondents believe that there is a good customer perception towards BOA service compared to the other contenders in the bank industry. The rest 30% and 5% believe very good perception and moderate perception respectively by customers towards the company's products. What most will agree on is that Positioning is something (perception) that happens in the minds of the target market. It is the aggregate perception the market has of a particular company, product or service in relation to their perceptions of the competitors in the same category.

Table4.21: Major Formulators of the Marketing Strategy

No	Description	Formulators	frequency	percent
19	Major formulators of the marketing strategy	Marketing department	12	10.0
		Top management	38	31.7
		Board of directors	42	35.0
		All stakeholders	15	12.5
		Total	13	10.8

Source: Own Survey, 2017

As depicted on Table4.21, 110% of the respondents replied that marketing department is the major formulators of the strategy. Top management are the major formulators of the strategy which accounts 8.3%. This implies that the major formulator of marketing strategy of the company is marketing department. And the above analysis also indicates that the marketing team was composed from marketing strategy and planning, business development and, communication and operation department.

Table4.22: Major implementer of the Marketing Strategy

No	Description	Marketing strategy implementer	frequency	percent
20	Major implementer of the marketing strategy	Marketing department	9	7.5
		Customer service department	5	4.2
		Top management	5	4.2
		All employees	101	84.2
		Total	120	100.0

Source: Own Survey, 2017

As shown in the Table4.22, 84.2% of the respondents said that all employees in the company are the major implementers of the marketing strategy. 7.5% replied marketing department is the major implementers. 4.2 % and 4.2% of the respondents' responded top management and customer service management respectively.

The above analysis implies that majority employees of the company have participated and every employee has a role in the implementation of the marketing strategy.

Table4.23: Major Challenges in the Implementation of the Marketing Strategy

No	Description	Major challenges	frequency	percent
21	Major challenges in the implementation of the marketing strategy	Communication problem	12	10.0
		Poor planning	10	8.3
		Lack of integration	8	6.7
		Lack of commitment	10	8.3
		All	80	16.7
		total	120	100

Source: Own Survey, 2017

As depicted on Table 4.23, majority of respondents which accounts 66% responded that communication problem, poor planning, lack of integration and lack of commitment are the major challenges in the implementation of the marketing strategy of the company. 10% said that Communication problem. Poor planning and lack of commitment are which accounts 8.3% and 8.3% respectively. Finally lack of integration which accounts 6.7%.

The above analysis implies that the company has got major problems in the implementation of the marketing strategy. These challenges hinder not to achieve the stated goals and objective of the company.

#### **4.5. Interview analysis**

To gather more information about marketing strategy practices of BOA, interview questions were forwarded to the marketing strategy and planning managers of the company. Accordingly the interviewee's responses to the questions are depicted briefly as follows. However, most interview responses are presented and analyzed in the questionnaire analysis part as a supportive response.

Regarding to marketing strategy and about the formulate the strategy the marketing staffs is the most exposed part of the company with the coming customers, they understand the customer better than high level managers, and at time of marketing strategy formulations, these parts of staff are very familiar with what would be better strategy for the company's fine marketing. Therefore BOA ought to involve more section of its marketing staffs to the strategy making.

Target marketing strategy follow the company is the majority agreed on differentiated strategy of targeting is applied for BOA. In differentiated marketing, the firm operates in several market segments and designs different programs for each segment.

BOA's segmentation practice it follows mostly basis of geographically. In the field of marketing, geographic segmentation calls for dividing the market into different geographical units such as nations, states, regions, cities, or neighbourhoods. The company can operate in one or a few geographic areas or operate in all but pay attention to local variations. Therefore BOA is mainly segmenting its market as regions.

In Employees opinion the customer's perception towards the company service is rated good and also the department manager said also good but the company must rate its positioning on the minds of its customers by making real survey on them.

Product/service is the set of all products and items that a particular marketer offers for sale. BOA has a product, namely savings and transactional accounts, mortgages, personal loans and ATM cards. Price is also one of marketing mix element and the company's key factor considered in setting pricing strategy is product value.

Place/distribution regards to the interview the study found out there is not enough service outlet expansion for the company so BOA has to expand its distribution reach towards all potential regions of Ethiopia. And in addition the service reaches to the customer in different mechanisms like internet, mobile banking, call centre etc.. Regarding to promotional mix BOA more effective on advertising and other promotional goods are not in good being. Other marketing mix is people and all the company's staff towards implementation of marketing strategy. Because most services are provided by people, the selection, training, and motivation of employees can make a huge difference in customer satisfaction. Physical evidence is related from smooth accessibility, availability of infrastructural facilities and the management of branch offices and premises and it's convenient. Finally Process is the last marketing mix that related from the service procedure mechanism and the manager also indicate its revised updated timely.

Major formulator of the marketing strategy as a company a questionnaire finding regarding the above analysis shows that marketing department. The interviewees replied regarding the major formulators of the company, employees from marketing team up to top management are participating in the formulation of marketing strategy. The top management decides the final crafting of the strategy. The interviewees said that the basic factor considered in the formulating of marketing strategy is to assess the internal and external environment.

Major implementers of the marketing strategy of the company is the interviewees replied regarding the major implementers of the strategy; indeed all employees who have been working in this company are responsible in the implementation of the strategy.

The practice of the company that used regarding to reviewing the strategic marketing document replies Review is vital components of performance improvement. Internally there is a continuous evaluation and review on the strategic document. The officer couldn't answer in what period the strategic document was evaluated and reviewed. Additionally the company had not experienced in the participation of external evaluator and reviewer.

The final discussion point were evaluation of the company's current marketing strategy and Marketing strategy and planning department manager replied that the current marketing strategy of the company is over all composed of the marketing mix elements and elements of marketing strategy. Hence the company will do well-organized and competitive marketing strategies than now what we have practiced. Overall the marketing strategy of the company is satisfactory.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5. 1. INTRODUCTION**

In this final chapter, based on the results found and discussion made, the summary of the findings, conclusion and finally recommendations is drawn

#### **5.2. Summary of Findings**

The main objective of the study was to assess the marketing strategy practices of Bank of Abyssinia. The study was designed mainly to deal with how marketing mix, market segmentation and target marketing are used in order to enhance, maintain and attract customers and to identify how these tools are aligned with marketing strategy of the company.

The study uses descriptive research and findings from the quantitative data collected from self-administered questionnaires. Findings from the qualitative data gathered from in depth interview questions. The sampling procedure is purposive sampling research method. From 125 questionnaires 120 usable questionnaires were collected and interview questions was Forwarded to marketing strategy and planning manager of the company and used for analysis of the paper.

After a rigorous analysis of the data collected through a survey questionnaire and interviews the following findings were obtained:

- Product - The customer's primary reason for buying the company's product and service are because of the quality of the service and the company product and service quality were rated good.
- Place - The service out late expansion of the company is not yet enough. The company's service and product availability and accessibility are good.
- Price - The company price discrimination is same to all customers.

The key factor considered in setting pricing strategy is product value.

- Promotion - The finding of the study about advertising is by large satisfactory or is well done. Sales promotion rated good. However, in personal selling, public relations and publicity, direct marketing and, event and experience the practice is moderate.
- People - BOA's staff are capable of implementing the marketing strategy of the company, but not highly capable.
- Physical evidence - For physical evidence or in the case of BOA its service outlet standards, the study found out that there is standard for the lay out as well as there is convenience of the service outlets. Good Physical appearance or good layout contributes a lot for good service quality.
- Process - As the service quality depends on the quality of process, the service process strategy is very good and revised timely.
- Segmentation - The study showed that BOA segments its market based on mainly geographic element. The company is trying to present its service outlets all over the country to reach the untapped parts of the banking market.
- Targeting - BOA follows targeting strategy of differentiation from the results found on the research.
- Positioning - The study results are more relatively leading to conclusion of good perception among consumers on the company's service giving.
- Formulators of the strategy - The major formulators of the marketing strategy were mainly top management and also employees from marketing team have participated in the process.
- Implementers of the strategy - The major implementers of the strategy are all employees of the company. The major challenges in the implementation of the marketing strategy are communication problem, poor planning, lack of integration and lack of commitment.

### **5.3. CONCLUSION**

The main conclusions of the study in relation to each of the marketing strategy elements and the associated follow-up actions considered to be needed are given below. Marketing strategies are the means by which the marketing objectives will be achieved. The employees and managers of the marketing department are genuinely performing their duties to achieve the company's objectives. The smooth communication flow between marketing and other departments are the main important issue for the success of the work BOA's employs each of the marketing strategy elements to achieve its objectives.

- The basic factor to formulate the marketing strategy that considered from the company side is the marketing element; segmentation, targeting and positioning and, marketing mix.
- BOA is segmenting its customers mainly on geographic basis, target its customers on strategy of differentiation and positioning its customers by putting image of "preferred" on their mind.
- The company exploits all the 7Ps of marketing mix elements to achieve its target. These marketing mix elements are product, price, promotion, place, people, physical evidence and process. These are vital to implement the marketing strategy effectively inseparable because each mix affects the other. Therefore all the mixes are essential for the company to achieve its customer requirements.
- In the implementation of the strategy, all employees of the company have participated and the major challenges BOA is experiencing in implementing its marketing strategy are communication problem, poor planning, lack of integration and lack of commitment.

## **5.4. RECOMMENDATIONS**

In order to alleviate the problems that were identified by the study, the following recommendations were forwarded:

- The company should invest, from time to time on marketing research. This is because effective marketing strategies are products of marketing research. Thus, good and adequate marketing mix is a product of effective marketing research too. Marketing research will bring about innovation, better services for customer and better method of production and processing.
- The Marketing Mix Analysis has the dignity to help the company implement the right marketing strategies to satisfy and penetrate the company's customer groups, which is phrased as target markets. Therefore, the company should constantly alter the sub elements of each marketing mix to successfully compete with its competitors and offer the greatest value to its customers.
- The company should try to provide new things and support innovation for new banking product/service. BOA should not be afraid to experiment and think outside the box and prepare to be a leader in every dimension.
- BOA need to adopt effective marketing strategies. A business to be successful, should not only have good services with attractive prices to generate sales and profit, but should also be able to effectively communicate the details of the products to the customers. From the result, BOA promotion activities suffers from lack of brand promotion, public relation and world class touch advertisements.
- BOA should consider the nature of products, cost, consumer awareness and availability of marketing strategy to ensure that the selected marketing strategies achieve its effectiveness and improve marketing of bank services.
- The study indicated that there were some challenges in the implementation of the strategy such as communication problem, lack of integration, poor planning and lack of commitment. Therefore the company should revisit their current performance against the

aforementioned problems by evaluating on a regular basis of their strategy, So that improved effective communication and integration can provide the power needed to gain new customers and increase profits.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRES

#### Assessment of Marketing Strategy Practices

In Bank of Abyssinia S.C: - a company perspective

#### Questionnaires

*(To be filled by Employees of Marketing departments of Bank of Abyssinia S.C).*

The purpose of this questionnaire is to enable me to carry out a research for the partial fulfillment of Master's Degree in Marketing Management. The research focuses on Bank of Abyssinia S.C with the topic of "Assessment of marketing strategy practices". A Marketing strategy questionnaires are tools used to collect data from you regarding Marketing. Hence, to gather information, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept utterly confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated.

Put "√" for your choice in the box provided

#### **Part I – General Information**

1. Gender?      A. Male        
                         B. female
2. Age            A. 18-28                            B. 29-39        
                         C. 40-50                            D. over 51
3. Marital status      A. Single                            B. married        
   C. Divorced                            D. Widowed
4. Educational back ground      A. Diploma                            B. degree        
   C. Masters                                      D. PHD
5. Work experience      A. under 2 years                            B. 2-5 years        
   C. 5-10 years                            D. over 10 years

**Part two**

**Marketing mix**

**Product**

6. What is your opinion about the service quality

A. Very good

B. Good

C. Medium

D. Poor

E. Very poor

**Place**

7. Do you think that you service out late expansion is enough?

A. Yes

B. No

8. The company's service availability and accessibility are?

A. Very good

B. Good

C. Fair

D. Poor

**Price**

9. Is the company pricing same to all customers? (Is there any price adjustment based on different reason?)

A. Yes

B. No

10. What are the key factors considered in setting pricing strategy

A. Product value

B. Cost

C. Perceived value

D. Economic condition

E. Marketing objective

F. Competitor's cost, price and offers

**Promotion**

11. How do you rate the company's promotional mix practice?

V.good    Good    Moderate    Not good    Bad

Advertising	<input type="checkbox"/>				
Sales Promotion	<input type="checkbox"/>				
Personal Selling	<input type="checkbox"/>				
Public R. and Publicity	<input type="checkbox"/>				
Direct Marketing	<input type="checkbox"/>				
Event and experience	<input type="checkbox"/>				

**People**

12. How do you evaluate all company's staff towards implementation of marketing strategy?

A. High capable

B. Capable

C. Not capable

**Physical evidence**

13. Does Bank of Abyssinia has service outlet layout standard/are all service outlets have same layout/?

A. Yes

B. No

14. Is company's service outlet layout convenient for customer service?

A. Very Convenient

B. Convenient

C. Moderate

D. Not Convenient

## Process

15. How do you evaluate the service procedure and mechanisms of the company?

- A. Very good and revised timely
- B. Good but not revised timely
- C. Its old and doesn't allow for good service

## Segmentation, targeting and positioning

16. What are the bases of segmenting the market

- A. Geographic location
- B. Psychological or life cycle
- C. Demographic
- D. Behavioral
- E. No segmentation

17. Which strategy do you follow for targeting?

- A. Differentiated
- B. Undifferentiated
- C. Concentrated

18. How do see the customer perception towards your product against the competitors?

- A. Very good
- B. Good
- C. Moderate
- D. Not good
- E. Bad

19. Who are the major formulators of the Marketing strategy?

- A. Marketing department team
- B. Top management
- C. Board of directors
- D. All stakeholders

20. Who are the major implementers of the marketing strategy?

- A. Marketing department
- B. Customer service department
- C. Top management
- D. All employees

21. What are the major challenges in the implementation of marketing strategy of the company?

- A. Communication problem
- B. Poor planning
- C. Lack of integration
- D. Lack of commitment
- E. All

22. If you have further comments please indicate in the space below?

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*Thank you!!*

## APPENDIX II: INTERVIEW QUESTIONS

### Assessment of Marketing Strategy Practices

#### In Bank of Abyssinia S.C: - a company perspective

##### Interview questions

*(To be filled by Marketing Managers of Bank of Abyssinia S.C)*

The purpose of this interview question is to enable me to carry out a research for the partial fulfillment of Master's degree in Marketing Management. The research focuses on Bank of Abyssinia S.C with the topic of "Assessment of Marketing Strategy Practices". As this interview questions are tools used to collect data regarding the topic, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept utterly confidential and will be used only for academic purpose. I would like to appreciate your cooperation and prompt response in advance:-

1. Do you have a marketing strategy if yes, who did/formulate the strategy? External advisor? By the Company?
2. Which target marketing strategy do you follow? Differentiated, undifferentiated or concentrated?
3. Do you segment your market/customers to satisfy them based on their need? If yes, in what base or what is your segmentation criterion?
4. How do you rate your customer's perception towards BOA's service against your competitors?
5. Do you explain the practical marketing mix implementation based on the following 7ps?
  - Product
  - Price
  - Promotion
  - Place/distribution
  - People
  - Physical evidence

- Process

6. Who are the major formulators of the marketing strategy of the company?
7. Who are the major implementers of the marketing strategy of the company?
8. What kind of practice is used to reviewing the strategic marketing document?
9. Over all how do you evaluate the company's current marketing strategy?