

Study on Customers' Satisfaction of Anbesa Shoe Factory Share

Company Products

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1. Background of the study

Customer satisfaction refers to the extent to which a product's perceived performance matches buyers' expectations. If the product's performance falls in short of expectations the customer is dissatisfied, if product performance exceeds customer expectation the customer is delighted (Kotler, 2006:84). In today's global and highly competitive market, maintaining continuous customer satisfaction is the most effective strategy to win competition and become industry champions. Shoe manufactures has to continuously and effectively respond to the ever changing needs of customers with regard to fashionably, comfortability and durability. Since the launching of free economic system in the country, around eight new shoe manufacturers have entered the market. The economic system has created conducive market environment both for local manufacturers and foreign producers to freely enter into the local market with highly competitive quality products.

Anbessa Shoe Company is one of the largest and pioneer shoe manufactory and distributor in Ethiopia. It was established in 1932 E.C and started production at the time when such technology was not widely known among the general population of the country. Its establishment was apparently in response to increased demand for shoes, which must have been triggered by the presence of a sizable Italian occupation army that invaded the country.

Currently, it produces different types of ready made shoes both for local and international market. From the company's wide varieties of products ,some of them are export standard, sportswear, military shoes, workers' shoes, civilian shoes, special orders shoes

for handicaps are some of them. The company's activities range from component making to production of ready made foot wear. In recent years, it has widened its product mix by adding export standard products which has now becoming the main product type of the company.

Its long year specialization in the industry and its seventeen sales outlets spreading across the country gives Anbessa a very strong competitive advantage over its competitors. However, the company's market share is specially the local civilian shoe products which actually has shown a declining trend over the years (source, 2000 E.C. published company magazine). These declining trends indicate that the company might have a problem in ensuring utmost customer satisfaction with regard to its products. This is, actually, what has inspired the student researcher to study customer satisfaction with regard to the company's products; shoes.

2. Problem statement

Customer satisfaction is a person's feeling of pleasure resulting from a perceived performance towards company's products or outcome in relation to his or her expectation (Kotler, 2003:7).

Over its long years of stay in the market, Anbessa shoe factory has been trying its level best to expand its capacity and market share. However, due to the stiff competition the company is facing both from local and foreign competitors. Its market share and the strong brand name and reputation have been eroded over time in the local market. Therefore, the declining market share of Anbessa shoe factory indicates that the shoe factory is facing a critical problem in ensuring utmost customer satisfaction.

3. Research Questions

This research will attempt to answer the following basic questions listed below:-

- ❖ What are the major factors contributing to customer satisfaction with regard to the company's products?
- ❖ To what extent are customers satisfied with company's shoe Products?

- ❖ What is the trend of customer satisfaction at Anbessa Shoe products?

4. Objectives of the study

The general objective of the study is to discover customers' overall level of satisfaction with Anbessa shoe. Moreover, this study specifically intends to:-

- ❖ Identify factors that affect customer's satisfaction;
- ❖ Evaluate customers overall level of satisfaction;
- ❖ Assess trends of customer satisfaction at Anbessa Shoe products.

5. Research Methodology

Descriptive research method was used. The study considers customers of Anbesa Shoe Factory as a population. In order to select sample respondents, they must previously use Anbessa shoe for at least once. Accordingly, One hundred qualified customers were selected as sample respondents by using convenience sampling technique. The researcher believes that 100 customers who have ample of experiences with the company product can represent and be used to generalize about the total population.

Both primary and secondary data were used. Primary data were collected by using questionnaire and interview, while secondary data were obtained from the company's magazine and from other different books, pertaining to the research under consideration.

The questionnaires were distributed to Anbessa shoe factory customers while interview was conducted with the company's marketing manager. Accordingly, one hundred copies of questionnaires were distributed to customers. More precisely, thirty six copies of questionnaire were distributed at Arada sales outlets and sixty four copies of questionnaire were distributed at Lideta sales outlets. Among the total one hundred questionnaires, ninety six (96) questionnaires were filled and returned by the respondents. This implies 96% of response rate.

In order to analyse the data, quantitative and qualitative data analysis techniques were employed. Quantitative data were analyzed using descriptive statistics. To summarize the findings, percentages were computed. Then, the summarized data were presented in tables. Also, qualitative data analysis techniques were used to analyze responses to open ended questions.

6. Review of related literature

6.1. Overview of customer satisfaction and dissatisfaction

Satisfaction is a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance in relation to his or her expectation (Kotler, 2002:36). Moreover, Hill and Alexander (2003:2) define customer satisfaction as a measure of how well organization's total products perform in relation to a set of customer requirements. Of course customers' view of organization performance will be a perception, customer satisfaction is in the customer mind and it may or may not confirm with the reality of the situation. A more general definition of customer's satisfaction is given by Kotler (2003:36); he explains satisfaction as function of perceived performance and expectations. If performances fall short of expectation the customer is dissatisfied. If performance matches expectation, the customer is satisfied; while performance exceeds expectation, the customer is highly satisfied or delighted.

In today's competitive climate, it is often not enough to match performance and expectation. In this regard, Kotler (2002:36) pointed out that many companies aim for high satisfaction because customers who are just satisfied still find it easy to switch when a better offer comes along. Those who are highly satisfied are much less ready to switch. High satisfaction or delight creates an emotional bond with the brand, not just a rational preference; the result is high customer loyalty.

To further strengthen the Kotler view of exceeding customer expectation Jobber (2001:11) stated that expectations needs to be exceeded for commercial success so that customers are delighted with the out come. The above three authors seem to have a

similar view on customer satisfaction. Moreover, for better understanding of the concept of customer satisfaction, Jobber (2001:12) uses the Kano model to separate different characteristics that cause satisfaction, dissatisfaction and delight.

According to Jobber (2001:12) there are three characteristics that underline the model. These are must be, more is better and delight. Must be characteristics are expected to be present. Taken for granted, lack of these characteristics causes annoyance but their presence only brings dissatisfaction up to neutral level.

More is better characteristics can take satisfaction past neutral into the positive satisfaction range. Moreover, delighters are the unexpected characteristics that surprise the customer, their absence does not cause dissatisfaction but their presences delight the customer.

6.2 Factors affecting customer satisfaction

Customer satisfaction has become the key operational goal for many organizations. They have invested heavily in improving performance in area that makes a strong contribution to customer satisfaction such as product quality and customer service (Hill and Alexandar 2000:1). Customer satisfaction is the function of different factors. Thus, some of the major factors that affect customer satisfaction are presented below.

Product Design

One way to satisfy customer and gain a differential advantage is through product design. Etzel and others (2001:283) stated that product design refers to the arrangement of element that collectively form a good or service. Good design can improve the marketability of a product by making it easier to operate, upgrade its quality, improving its appearance or reducing production cost.

Product Color

Like design, product color often is the determining factor in a customer's acceptance or rejection of a product. As with other marketing mix elements, a differential advantage

might be gained by identifying the most pleasing color and in knowing when to change colors. Color can be extremely important for packaging as well as for the product itself. Thus, poor color choice can result in low differential advantage (Etzel and other, 2001:283)

Product Attribute and Benefits

According to Pati (2000:42) product attribute and feature are tangible and are expected to lead to benefits of the customers. Marketers might choose to highlight their attribute or benefit. Moreover, Pati (2000: 42) further classify benefit in to two types: tangible (rational) and intangible (psychological) rational benefit are closely linked to an attribute and form part of a rational decision, on the other hand, psychological benefit are consequential to tangible benefit and are linked to the evoked feelings on use or purchase.

Product Package

A well designed package can create convenience to the customer and strong promotional value for the company (Kotler, 2002:418). He goes on to say packaging is the activities of designing and producing the container for a product. The container is called package. It might include up to three levels of material, primary package, secondary package and shipping package. Packaging has become a potent marketing tool.

Product Quality

There is an intimate connection between product quality and customer satisfaction. Many authors see quality as largely or entirely a subjective phenomenon that varies from person to person. Kotler (2002:39) give useful but some what broad definition of quality. Quality is the totality of feature and characteristics of a product or services that bear on its ability to satisfy stated or implied needs. On the other hand, Schroeder (1989:575) further define quality as "fitness for use"; this means that a product or service meets the customer need i.e., the product is fit for the customer use. Fitness for use is related to value received by the customer and to customer satisfaction.

Dimension of Quality

According to Stevenson (1999:421), customers value certain aspect of a product and therefore associate that aspect with the product's perceived quality. In fact it may be obvious that from a customer's perspective quality does not pertain to a single aspect of a product but to a number of different dimensions of the product. Although they may vary some what from product to product or between products and services. Stevenson (1999:421) specified eight major dimension of quality. These eight dimensions, generally, capture the meaning of quality.

- Performance: - is products' primary operating characteristics. For example, automobile acceleration and television set's picture clarity.
- Features: - supplements to a product's basic functioning characteristics or the important special characteristics such as power window on a car.
- Reliability: - is the probability of not mal-functioning during a specified period or the ability to do the same thing consistently.
- Conformance: - refers to the degree to which a products' design and operating characteristics meet established standards or how well a product corresponds to the customer's expectations.
- Durability: - refers to the amount of use before performance deteriorate or it is the useful life of the product.
- Serviceability: - refers to the ease and speed of repair of the product. Some products take long time to repair.
- Aesthetics: - refers to how the product looks, feels, tastes and smells.
- Perceived quality: - refers to the subjective assessment of product characteristics or it is the indirect evaluation of the product quality such as product image and reputation.

Branding

For customers, brand makes it easy to identify goods or services. Evans and Berman (1982:270) identify some of the major benefit of branding. These are it aid shoppers in moving quickly through a super market discount outlet and in making purchase decision.

Brands also help to assure customers that they will get consistent quality when they reorder.

The reputation of a brand also influences customers' loyalty among buyers of service, as well as business and customer goods. Finally, branding can differentiate commodities.

Customer Value

Value is the customer's perception of all the benefit of a product weighted against all the cost of acquiring and consuming the product Etzel (2001). In addition, Kotler (2002) stated that the benefit can be functional, aesthetic or psychological. Besides, the money paid to the seller, the cost might include learning about the product in order to make a choice, negotiating the purchase, arranging waiting for delivery and others.

Product Style and Fashion

The term style and fashion are often used interchangeably. However, they have a slight difference. According to Etzel (2001), style is a distinctive manner of construction or presentation in any art, product or endeavor. On the other hand, fashion is any style that is popularly accepted or purchased by successive group of people over a reasonable long period of time, not every style becomes a fashion. Moreover, Kotler (2002) stated that to be considered as a fashion or to be called fashionable, a style must be accepted by many people this is because fashion is rooted in sociological and psychological factors.

Price

Some prospective customers are interested primarily in low price. Where as other segment is more concerned with other factors such as service, quality, value and brand image. It is safe to say that few, if any customers are attentive to price alone or are entirely oblivious to price Etzel (2001).

Based on their brand loyalty, Etzel identifies four distinct segments of shoppers, these are brand loyals, systems beaters, deal shoppers and uninvolved Brand loyals were relatively uninterested in price, system beaters prefer certain brands but try to buy them at reduced price, deal shoppers are driven by low prices and uninvolved are seemingly not motivated

by either brand preference or low prices. In addition to the above view, Anderson and Vincz (2000) provide another consideration, that is, customer perception of product quality vary directly with price.

Typically the higher the price, the better the quality is perceived to be. According to the above authors, consumer's perception of quality is influenced to a great extent by the price. However, consumer's perception of quality may be influenced not only just by the price but also by such factors as store reputation and advertising.

Product Labeling

There is a close relationship among labeling, packaging and branding. Etzel and other (2001:265) define label as the part of a product that carries information about the product and the seller. A label may be part of a package or it may be a tag attached to the product. According to Kotler (2003:356), labeling can be classified in to three types. These are:-

- ❖ A brand label: - simply the brand alone applied to the product or package.
- ❖ A descriptive Label: - gives objective information about product use, construction, care, performance or other pertinent feature.
- ❖ A grade label: - identifies the products judged quality with a letter number or word.

Customer Service

Customer service is really nothing more than common courtesy. Showing customer that you care for and appreciate them. According to Harris (2000:2), the average customer service provider doesn't know customer service is any thing they do for the customer to enhance customers' experience.

Customers have varying ideas of what they expect from customer interaction. The customer service provider must get to know his or her customers and strive to provide them with excellent customer service. No matter how accurately we see our definition of

customer service. We still have to live up to what our customers think that customer service is.

7. Findings of the Study

This study tries to investigate the degree of customer's satisfaction Anbessa shoes customers' have as well as from the company's management. Accordingly, various questions were posed to sample respondents mainly related to Anbessa shoe products quality, pricing, company image and compliant handling mechanism of the company.

Thus, in this section response from customers and company management are presented, analyzed and interpreted as follows;

7.1. Customers view to Anbesa Shoes

Table-1: Customer expectation and perception.

No	Item	Respondents	
		No	(%)
1	Customer expectation about Anbessa shoe		
	A. Very High	-	-
	B. High	18	18.75
	C. Medium	48	50
	D. Low	16	16.6
	E. Very Low	14	14.58
	Total	96	100
2	Customer Perception about Anbessa shoe		
	A. Very High	-	-
	B. High	7	7.3
	C. Medium	38	39.6
	D. Low	35	36.45
	E. Very Low	16	16.7
	Total	96	100

As it is revealed in item 1 of table 1, respondents were asked to rate their expectation about Anbessa shoes. 18 (18.75%) had a high level of expectation for Anbessa shoes before starting to use the product. At the same time, 48 (50%) of them had a medium level of expectation to the company product, 16 (16.6%) of them had a low and 14

(14.6%) of the company customers had a very low level of expectation to the Anbessa shoe products. This implies that 68.75% of the respondents gave their witness that their expectation was medium and high. Therefore, the company's promotional efforts need to be considered in order to build a reasonable customer expectation. As stated in the literature review, one of the key factors that lead the customer to dissatisfaction is the difference between the performances of the product and exaggerated promise in the company's marketing communication. Thus, the company should close the gap between the product performance and its external communication so as to keep them satisfied.

On the other hand, on item-2 of the above table, 7 (7.3%) of Anbessa shoe customers perceive Anbessa shoe as high, 38 (39.6%) of the respondents perceived as medium, 35 (36.45%) of them perceived as low and 16 (16.7%) of them perceived as very low. These indicate that the majority of the respondents had a medium perception towards Anbessa shoes. This 39.6 percent should not be taken as surprising but the significant proportion of the response either low or very low must be given special attention.

Moreover, from the above table it's possible to deduce that significant number of respondents' perception is lower than their expectation. Due to this they have low level of satisfaction with the company product. As it is briefly explained in literature review, customers are satisfied when their expectation meet or exceeds their perception and they will be dissatisfied when their perceptions fall short of expectation. Thus, the company should exert its unremitting effort to meet actual needs and wants of its target customers so as to deliver satisfaction.

7.2. Customers attitude towards Anbesa Shoe Products

Table 2: - Customers intention to make repetitive purchase and recommend to others

No	Item	Respondent	
		No	(%)
1	Would you continue purchasing Anbesa shoes?		
	A. Yes	16	16.7
	B. No	24	25
	C. I don't know	56	58.3
	Total	96	100
2.	Would you recommend Anbesa shoes to others?		
	A. Yes	19	19.8
	B. No	57	59.3
	C. I don't know	20	20.8
	Total	96	100

In item 1 of Table 2, customers were asked whether they will make a repetitive purchase or not. Accordingly, 16 (16.7%) of the respondents replied 'yes,' 24 (25%) of them replied 'No' and 56 (58.3%) of them replied I don't know. This indicates that the majority of the respondents are not sure whether they will make a repetitive purchase or not. This low level of certainty in repurchase decision could be the result of low customers' satisfaction with the company products.

In the literature review, it's mentioned that satisfied customers often make a repetitive purchase from the company and they will even buy more and hence the company can improve its sales volume.

As item-2 of Table -3 depicts that for question would you recommend to others about Anbesa shoes? 19 (19.8%) of respondents replied 'yes,' 57 (59.3%) of them replied 'No' and the rest 20 (20.8%) replied "I don't know." It's easily observable in the above table 57 (59.3%) of the respondent replied that they are not willing to tell to others about Anbesa shoes. The possible explanation for customers' unwillingness to tell to others could be due to their low levels of satisfaction. As indicated in the literature review, customers

with high levels of satisfaction talk favorably about company's products and they serve as the best advertisement tool through the word of mouth.

7.3. Anbesa shoes product quality

Table 3: Product quality compared to other shoes producers

No	Item	Respondent	
		No	(%)
1	How do you rate Anbessa's shoes quality compared to other shoes producers?		
	A. Very High	4	4.17
	B. High	20	20.83
	C. Medium	32	33.33
	D. Low	26	27.08
	E. Very Low	14	14.58
	Total	96	100

As shown in Table 3 above, respondents were asked to rate Anbesa shoes quality as compared to other competitors. 4.17% (4) of respondents replied very high and 20.83% (20) of respondents indicated high, 33.33 % (32) answered medium, 27.08% (26) of them revealed low and 14.58 % (14) of respondent replied very low. Thus, the findings denoted that few respondents rated Anbesa shoes product as an average quality product. Thus, this means the majority of Anbesa shoes customers are not highly satisfied. Therefore, the company production strategy should reconsider its customer feeling while designing its product.

7. 4. Fashionablility of Anbesa Shoes

Table 4: Customer reaction on fashionablity and color choice

No	Item	Respondent	
		No	(%)
1	Fashion ability and conformance with the current dressing habit?		
	A. Very High		
	B. High		
	C. Medium	6	6.25
	D. Low	64	66.7
	E. Very Low	26	27.05
	Total	96	100
2	Do you always get shoes with your colour choice?		
	A. Yes	15	15.6
	B. No	81	84.4
	Total	96	100

As it can be seen from Table 4, respondents were asked to rate the fashionability of Anbessa shoes. Among the total respondents, 6 (6.25%) of them replied medium, 64 (66.7%) of them indicated low and 26 (27.05%) of them answered very low.

The above figure tell us that Anbessa shoes were considered by the majority of its customer as old fashioned and some how conventional type of shoes. As a result, the company has to exert its level best to avail well designed and very fashionable shoes that can deliver the desired customer satisfaction.

On the other hand, respondents were asked whether they get different colour alternative or not, 81 (84.4%) of the respondent replied 'No'. One can easily notice from the above data, customers have a limited colour choice and due to this they have a low level of satisfaction with the company product. Therefore, these indicate that the company should design a variety of products with different color alternative.

7. 5. Anbesa Shoes Product Quality Dimensions

Table 5: Customers' response on quality dimensions

No	Item	Respondent	
		No	(%)
1	Aesthetic:- beauty and attractiveness		
	A. Very High	-	-
	B. High	-	-
	C. Medium	24	25
	D. Low	32	33.3
	E. Very Low	40	41.7
	Total	96	100
2	Reliability:- ability to serve it purpose without defect		
	A. Very high	48	50
	B. High	38	39.6
	C. Medium	10	10.41
	D. Low	-	-
	E. Very Low	-	-
	Total	96	100
3	Comfortability; conformance to the customers expectations		
	A. Very High	34	35.42
	B. High	42	43.75
	C. Medium	20	20.83
	D. Low	-	-
	E. Very Low	-	-
	Total	96	100
4	Durability: Length of service		
	A. Very High	46	48
	B. High	36	37.5
	C. Medium	14	14.6
	D. Low	-	-
	E. Very Low	-	-
	Total	96	100

As it is shown in item 1 of table 5, respondents were asked to rate the beauty (Aesthetics) of Anbesa shoes. Thus, 24 (25%) of them answered medium, 32 (33.3%) of them replied low and 40 (41.7%) indicated very low. This implies that 40 (41.7%) of the respondents rate the company product as very low. These findings suggest that the company product

attractiveness or beauty is not as per the respondent's expectation. For this reason, the company needs to make a continuous customer's need assessment.

On item 2 of the same table, respondents were asked to rate the reliability of Anbessa shoes. As it's shown in item 2 of table VII, the sum of the first and second response comprised 89.6 % of the customer respondents. From the above finding it's possible to conclude that the majority of the respondents are quite satisfied with the company product strength and product Performance. Thus, the company should make an intensive promotion about its product strength.

With respect to comfortability, respondents rate the company product accordingly, 34 (35.42%) of respondents replied very high, 42 (43.57%) indicated high and 20 (20.83%) of them replied medium. From the above data one clearly notice that majority of the respondents judged that the comfortability of Anbessa shoes is high.

The last question posed to the customer respondents regarding the product quality dimension is revealed on item 4 of Table 5, the customer respondents were asked to give their response on the company product durability. Thus, 46 (48%) of them replied very high, 36 (37.5%) indicated high and 14 (14.6%) of the respondent replied medium. These situations tell us that the sum of very high and high customer response constitutes 85.5% of the respondents. Therefore, this implies that the company products are superior in durability aspect which has to be well capitalized by the company marketing communication.

7.6 Anbessa Shoes Brand Image

Table 6: Customers' reaction to company brand image

No	Item	Respondents	
		No	(%)
1	Ability to differentiate the company brand?		
	A. Yes	68	70.83
	B. No	28	18.75
	C. I don't know	10	10.42
	Total	96	100
2	How do you associate Anbessa shoes brand?		
	A High Quality	1	11.46
	B.Cheep Price	9	9.4
	C. Fashionablity	1	1.04
	D. Durability	75	78.10
	Total	96	100

As it is revealed in item 1 of table 6, 68 (70.83%) of respondents replied 'yes,' 28 (18.75%) of them indicated 'No' and 10 (10.42%) of respondent replied "I don't know." This implies that the company has strong brand awareness and it seems like every body knows about the company brand. The company long year presence in the market helps the company to build a strong brand image. This strong brand awareness should be used to create awareness about the company product quality.

On the other hand, with respect to brand association 11 (11.41%) of customers respond that they associate Anbessa shoes brand with high quality, 9 (9.4%) of them associate the company shoes with cheep price, 1 (1.04%) of respondents associate with fashionablity and 75 (78.1%) of them associate the company shoes with durability.

This implies that majority of the respondent gave their witness that they associate the company image with durable and strong shoes. This narrows the company's competitive advantage because customers do not always want to buy a durable and strong shoes. For this reason, the company should exert additional effort to create awareness regarding other quality of the company product dimension.

7.7. Anbessa Shoes Factory S.C. Complaint Handling Practice

Table 7: Compliant handling practices

No	Item	Respondents	
		No	(%)
1	Have you ever communicated your complaint to the Anbessa shoes company?		
	A. Yes	22	22.9
	B. No	74	77.1
	Total	96	100
2.	If your answer is yes to the above question, to whom did you complain?		
	A. To manager	2	9.1
	B. To one staff member	18	81.8
	C. To suggestion box	2	9.1
	D. To complaint handling department	-	-
	Total	22	100

According to the information in item 1 of Table 7 above, the majority of the respondents 74 (77.1%) had no experience in complaining their complaint towards the company's product or other customer service for the concerned parties. In contrast, the remaining 22 (22.9%) of the respondents have never complained the company's product weakness.

These indicate that Anbessa shoes factory Share Company has not given much consideration in receiving customer's questions and complaints. Therefore, it's possible to deduce that the company fails to use customer complaints as a good source of product improvement and new product ideas.

Regarding the question to whom you complain, the majority of the respondents 18 (81.8%) addressed their complaint to one of the staff member, 2 (9.1%) of the respondents forwarded their complaint to the manager and the same number of respondents express their concerns in the suggestion box. From the above findings, it is, thus, possible to deduce that customers do not know where or who is responsible for complaint handling. Therefore, the company needs to communicate with its customers regarding where and to whom the customer should communicate their complaint. Reducing

customer complaint by communicating with customer is important for the growth and sustainability of the business.

7.8. Responsiveness of Anbessa Shoes S.C.

Table 8: Company response to customers' complaints

No	Item	Respondents	
		No	(%)
1	How do you evaluate the company's responsiveness to customer's complaint?		
	A. Very High	-	-
	B. High	10	10.42
	C. Medium	23	23.96
	D. Low	51	53.37
	E. Very Low	12	12.25
	Total	96	100

According to above Table 8, customers were asked to rate Anbessa shoes factory share company customer handling practice. Thus, 10 (10.42%) of them replied high, 23 (23.96%) of them indicated medium, 51 (53.37%) of them replied low and 12 (12.25%) of them replied very Low. The above findings denoted that Anbessa shoes factory share company is less responsive in answering customer complain as well as in solving customers problem. Moreover, for open ended questions forwarded to customer respondents on how the company employee's approach customers when they try to return a purchased shoes? Most of the respondents replied unanimously that the company employees are not motivated to accept customers' complaints. They lack the will and competence to give customers adequate and satisfying service.

Therefore, the company should provide different training programs for its employees to upgrade their knowledge and competence.

7.9. Product Selling Price Vs Customers benefits

Table 9: Customer value

No	Item	Respondents	
		No	(%)
1	How do you evaluate Anbessa shoes' selling price as compared to benefits you obtain from the product?		
	A. Very High	56	58.3
	B. High	20	20.83
	C. Medium	16	16.7
	D. Low	4	4.16
	E. Very Low	-	-
	Total	96	100

As can be seen in Table 9, customers were asked to rate the fairness of Anbessa shoes selling price as compared to the benefits that customers obtain from a product. Thus, 56 (58.3%) of them replied very high, 20 (20.83%) of them answered high, 16 (16.7%) of them replied medium and 4(4.16%) of respondent indicate low. This means, large number of customers rate Anbessa shoes' selling price as very high. This implies that the price which is stated by the company needs to coincide with benefits that a product offers. In addition, the company price should take the living standard of the target customers into consideration so as to make them satisfied.

9.10. Satisfaction of Anbessa Shoes Customers

Table 10: Overall Customer Satisfaction

No	Item	Respondent	
		No	(%)
1	Overall customer satisfaction?		
	A. Very High	-	-
	B. High	4	4.17
	C. Medium	26	27.08
	D. Low	62	64.58
	E. Very Low	26	27.08
	Total	96	100

As shown in table IV above, customers were asked to give their responses on their overall level of satisfaction. Thus, 4 (4.1%) of them answered high, 20 (20.8%) of them replied

medium, 46 (47.9%) of them replied low and 26 (27.0%) of respondent replied very low. Therefore, the sum of medium and low customer response constitutes 91.6% of the total respondents. This means the majority of customers had low level of satisfaction. Thus, the company strategy should give due regard to customers need so as to deliver maximum customer satisfaction.

To sum up, according to the responses for open ended questions forwarded by respondents of the study, the major element that limits customers overall level of satisfaction is lack of fashionability, low quality product, limited colour alternative and poor customer handling practices.

8. Conclusions

Depending on the findings discussed above, the following conclusions are drawn. As it is revealed in the research findings, Anbesa shoes products fashionability and its conformance to current dressing style is poor. At the same time, the research findings disclosed that Anbesa shoes products have a limited colour alternative. This situation leads the customer to experience a low level of satisfaction. Therefore, it is possible to conclude that this low customers satisfaction makes them to shift to other shoes producers.

According to the findings, the majority of the respondents are not willing to recommend about Anbesa shoes to other potential customers. This implies that they are not happy and they don't want to share their bad experience with others. In addition, the study finding shows that the customers have low certainty in continuing as the customer of Anbesa shoes. From this finding one can notice that the customer has an intention to change or to switch to other shoes producers. Therefore, from the above discussion it is possible to conclude that Anbesa shoes customers have a lower over all level of satisfaction.

Similarly, the finding proved that customers associate the company brand with durable and strong shoes. These indicate that Anbesa shoes customers are those customers who

value durability and strength. For this reason, those buyers who emphasized the fashionability and beauty aspect are not interested to buy and this in turn affects the company market share.

The result of the study, the general view of customers on Anbesa shoe quality as compared to other competitor's product is medium, which is a worrying sign for the company. In addition, the study proved that the company products are generally poor in fashionability and design aspect. Therefore, the fashionability and designing are the major areas of Anbesa Shoes that require further improvements.

In addition to the product, low fashionability and poor designing, the study has also proved that the price that is charged on Anbesa shoes product does not coincide with the benefits that the customers obtain from the product. Therefore, it is possible to conclude that Anbesa shoes higher price leads the customer to dissatisfaction.

The research findings pointed out the majority of the customers have a favorable attitude towards Anbesa Shoes before using the company's product. On the other hand, the finding also indicated significant number of customers have lower perception than their expectation. Therefore, it is possible to conclude that customers' low satisfaction may result from customer unrealistic expectation and exaggerated promise of the company marketing communications.

As revealed in the findings, lack of skilled professional designers and lack of technologically advanced machineries have been the major limitations for the company in producing high quality competitive product. But currently the company is conducting an expansion project that can improve the company productivity for both local and foreign markets. In the same way, the research proved that the company does not promote its product very frequently. Therefore, these are the major areas that require the companies' consideration.

9. Recommendations

According to the major findings that have been discussed so far the following points are recommended by the student researchers.

- The company should always strive to improve its customer's satisfaction. By integrating other quality dimension such as fashionability and attractiveness over its strong and durable shoes.
- The price that the company charges on its product should be revised by taking into account the benefits that the product offers to the customers together with the buying power of customers.
- It is better if the company closely monitors and studies its customers need, preference, feeling and emotions. Because, it can help the company to produce products that are highly desired by the customers. In this respect, the company can maximize its customer's satisfaction.
- It is better if companies quickly complete its current expansion project and buy new machinery and hire new professional designers that can improve the company product quality and competitiveness in the market.
- Promoting the company product intensively and effectively can alleviate the problem of building unrealistic customer expectation and misinformation about the company products. For this reason, Anbesa Shoes Factory S.C. should promote its product intensively in different media such as print and electronic media so as to provide better information about its current offerings and product quality.
- This study is not comprehensive in the area of customer satisfaction. Therefore, the student researcher recommend that, further in depth study should be carried out focusing on customer satisfaction and related problems.
- It is better if the company brings the export standard shoes to the local market. Because solely relying on the export market might not be a good marketing strategy.

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