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SCHOOL OF GRAGUATE STUDENT

AN ASSESSMENT OF THE DRAFT BEER DISTRIBUTION SYSTEM IN LIGHT OF CUSTOMER SATISFACTION: THE CASE OF HEINEKEN BREWERY SHARE COMPANY IN ADDIS ABABA

BY

BRUKTAWIT DENDENA DEBELA

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ADDIS ABABA, ETHIOPIA

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, Bruktawit Dendena, declare that this thesis is my original work, prepared under the guidance of the requirement for Master's in Business Administration on the topic "An assessment of the draft beer distribution system in light of customer satisfaction: the case of Heineken Brewery Share Company Ethiopia." 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 higher learning institution for the purpose of earning any degree. I have carried out the paper independently with the close advice and guidance of the research advisor, Dr. Getachew Habtamu.

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St. Mary University, Addis Ababa

May, 2019

ENDORSEMENT

This thesis carried out by Bruktawit Dendena on topic entitled "An assessment of the draft beer distribution system in light of customer satisfaction: the case of Heineken Brewery Share Company Ethiopia." has been submitted to St. Mary's university, school of graduate studies for examination with my approval as a university advisor.

Dr. Getachew Habtamu _____
Advisor signature

St. Mary's university, Addis Ababa **June, 2019**

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LIST OF ACRONYM

HBSC	Heineken Brewery Share Company
DBDM	Draft Beer Development Manager
DBS	Draft Beer Specialist
SR	Sales Representative
DBMS	Draft beer management staff
MG	Manager

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ABSTRACT

The objective of the study was to assess the distribution system of draft beer in light of customer satisfaction in case of Heineken Brewery Share Company. In the study the researcher assessed: the existing distribution system, standards (selection criteria) of distributers (agents), performance evaluation and the support provision by the company, challenges in management of distribution system and the degree of outlet customers satisfaction. The research approach followed was mixed approach with a descriptive design. The researcher used convenient sampling technique to select samples from outlet customers. From the company, the draft development manager and all draft beer specialists were included in the study. From 56 sales representatives, 26 were selected using simple random sampling. In addition, from distributers: all agents and from a total of 2416 outlets customers, 343 samples were taken base on convenience sampling. The researcher has used questionnaire and interview for DBDM and questionnaire for DBS, SR, agent and outlet customers. Data were analyzed using frequency, percentage, mean and standard deviation. Results of the study indicated that distribution management system was lined with specializing on production and distributing through intermediary called "agent". The agent selection was not based on the stated selection criteria, performance evaluation method were based on number of outlet visited in a day for agents and hectoliter volume for customer outlets, and outlet customers were not satisfied in the existing distribution system. From the study the researcher found that distribution system should have to be managed according to company main objective but it should be lined with wining a market share. Selection of agents has its own influence on customer satisfaction. Agent selection need to be revised and it should be based on minimum requirement of the standard criteria. In addition, performance evaluation needs to add daily on time delivery performance to win a market share. Hence it is recommended that HBSC need to follow-up its Outlet customers closely to satisfy and to create superior value for final consumers, because, they are a final way to get loyal product consumer.

Key words: Distribution System Management, Selection Standard (Criteria), Performance Evaluation, Support Provision, Challenge And Customer Satisfaction.

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, statement of the problem, research questions the general and specific objectives of the study, significant of the study, the scope ,limitation and organization of the study and finally definition of key words were included.

1.1. Background of The Study

Draft beer production is one of Heineken brewery company producing element. After this product produced from factory it distribute to the customer outlets or in company word “outlets” through distribution channel that is called “agent” in company’s word. So, this distributers are responsible in making product available just in time for demanding customers (Interview discussion DBDM). According to Parrish 1995, the distribution channels increase product availability to a loyal customer base by managing orders, inventory, and fulfillment. Channels are also a source of greater customer satisfaction. Parish (1915) described the benefits of a cooperative supply chain relationship between manufacturers and their channel partners. Among these benefits are greater inventory turns, improved customer service, reduced need for markdowns, and lower overall distribution costs; channels directly and significantly impact market share and revenues. Because of their knowledge of the market and the configuration services they offer, channel partners are uniquely qualified to provide greater satisfaction to a more sophisticated end user.

Although channels offer immense benefits to the market, they come at a cost. Dealing with them requires time, coordination, and money. They potentially create a barrier between manufacturers and the customers of their products, thereby preventing quick and accurate assessments of customers' needs in a dynamic market. Rather than providing more accurate market data, they potentially induce delivery variability through the mismanagement of their own business practices (Parrish, 1995).

It is imperative that the success of producers including beer producers heavily rely on the efficiency and commitment of their distributors for their success. Hence, the satisfaction of the ultimate consumer is highly dependent on the timely delivery and serving the consumer

appropriately, which requires efficient, committed and responsive distribution system. It is therefore important to examine the extent to which the available beer distribution system contributes towards consumer satisfaction.

The researchers conducted on brewery company was focused only on distribution system practice of beer industries, consumers satisfaction of beer product and marketing strategy of the company. There was a researches regarding to this issues:

Meseret Mehabaw (2017), on the assessment of the distribution management practice of beer product industry in case of Meta Abo B.C.

In this research finding the extent in which, distribution channel affect the sales volume of the company and the significant factors influencing the distribution channel system, anticipated decision-making process, by an analyzing and evaluating the selection criteria were studied. In this study the researcher discovered that, the effective distribution management practice is very important for the companies and distributors due to the effect and the impact on sales volume of the company.

Olga Madodo (2015) has conducted a research on factors affecting customer satisfaction of brewery industry, in two dimensions: individual factors and external factors. Olga has assessed final consumers satisfaction.

Sinee Sankrume (2013) and Eden Tsegaye (2017), were conducted their research on market strategy of beer industry.

The studies indicated in the above were conducted on beer industries. However, there was no research conducted on outlet customer satisfaction on the existing distribution system of beer industry.

The purpose of the research was to assess the draft distribution system employed by Heineken Brewery Share Company (HBSC) in light of customer satisfaction, by taking Heineken Brewery Share Company.

1.2. Statement of The Problem

Distribution channel consists of a group of individuals or organizations that assist in getting the product to the right place at the right time. Distribution plays a vital role, primarily because it ultimately affects the sales turnover and profit margins of the organization. If the product cannot reach its chosen destination at the appropriate time, then it can erode competitive advantage and customer retention. (Yeboah et al 2013).

In regarding to outlet customers, the beer products should have to be delivered to them early at the morning. Because, the outlets sell the product to end consumers starting from the morning up the night, so they should have to have a product in their store early at the morning, to make available a product on time for the consumers. In other word the distributers should have to deliver the draft beer only early at the morning unless otherwise the customers ought to buy other competitors product in order to satisfy their consumers. One of the internal data of HBSC's, identified the percentage of draft beer distribution at morning in the market 63%. This means the distributers providing products to the outlets at morning from total outlets they were covered only 63% of them. These lead the left 43% outlet customers to buy other competitors draft beer which was available at early morning. These problems cause for other problem such as loose of market share and dissatisfaction of outlet customers.

The problems were linked with distributors selection criteria, inefficient delivery, poor agent's performance evaluation, agent's lack of capacity and competent managements. In summary, these all mentioned problems cause for other problem such as loose of market share and producing under capacity that hinder economies of scale. Root cause of a problem are in all side of HBSC (company), agent (channels) and outlets (customers).

1.3. Research Questions

This study examines the Heineken Brewery Share Company's draft beer distribution system based on the following research questions.

- ✓ What is the current HBSC'S distribution management system?
- ✓ Does HBSC has standards to select distributers and consistency of selected agents with stated criteria?
- ✓ How does the company evaluates the performance of distribution channels in light of its success and what are the supports HBSC provides to agents and outlet customers?
- ✓ What challenges has the company faced in managing its distribution system?
- ✓ To what extent are the Heineken's Draft beer outlet customers were satisfied by the distribution system used?

1.4. Research Objectives

1.4.1General Objective

The research strives for assessing the functionality of the draft beer distribution system of Heineken Beer share company Ethiopia in light of customer satisfaction In Addis Ababa.

1.4.2 Specific Objective

In this research the specific objectives was to assess, the distribution system of the company, standards to select distributers, the performance evaluation that the company use to evaluate the distributers and support provisions, the challenges faced in managing distribution system and the extent of outlet customer satisfaction.

1. To explore the HBSC's distribution management system.
2. To examine company standards used in selecting agents and consistency of selected agents with stated criteria.
3. To determine the extent to which the company evaluates its distribution system operators and supports provision.
4. To explore the challenges the company has faced in managing its distribution system

5. To establish the degree of satisfaction of Heineken Ethiopia's draft beer consumers in relation to the distribution system.

1.5 Significance of The Study

This study help HBSC's, to understanding facing problems regarding to distribution system in journey of satisfying customers. It will improve those problems through success/failure factors associated with delivery system to both company and agents. This empathetic is vital as they will customize the recommended measures to their distribution system in order to achievement of desired market share and growth. The findings of this study will also use to future scholars as a source of reference in further studies.

1.6. Scope of The Study

Although the marketing activity of organizations involve different operations, this study is on HBSC's draft beer distribution system in light of customer satisfaction. When the researcher says customer its mean outlet customer not the end users. It will focus only on Heineken Brewery Share Company of Ethiopia's draft beer distribution system in Addis Ababa.

1.7. Organization of The Study

The study will be organized into five chapters. The first chapter introduces: background of the study, statement of the problem, research questions which include both main and specific, research objective of both main and specific, significance of the study, scope of the study, limitation of the study, organization of the research paper and definition of key words. The second chapter presents the literature review of the study, matter of theoretical and empirical literatures. Chapter three presents the Research Methodology of the study incorporating research approach and design, data sources, sampling design, data collection, data analysis reliability test and ethical consideration. Chapter four, in contains, finding and analysis part and discussion of the results. The end chapter is chapter five which have the summery, conclusion and recommendation parts. Finally references and annexes/appendices were included.

1.8. Definition of Key Words

1.8.1. Distribution

Distribution is the process of making a product or service available for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries. Or are the movement of goods and services from the source through a distribution channel, right up to the final customer, consumer or user, and the movement of payment in the opposite direction, right up to the original producer or supplier (Lawaie, 2013).

1.8.3. Distribution system

Distribution system: is the process of giving things out to several people or spreading or supplying something in the way of particular set of action. OR the process of transporting products from a manufacturer, storing them, and selling them to different stores and customers. This term indicates the way that the company spread its product (the draft beer) to its customers. (Cambridge Dictionary)

1.8.4. Distribution Channel Management

As the name implies, it is the whole process of delivering a product/service from the manufacturer to the end customer. It is also known as marketing channel (British Online MBA, 2008).

1.8.5. Standard and Criteria

Criteria: standard of judgment or criticism; a rule or principle for evaluating or testing something. **Standard:** universally or widely accepted, agreed upon, or established means of determining what something should be (businessdictionary.com).

1.8.6. Channel performance measurement (performance evaluation)

Channel performance measurement is a key activity when a sales organization employs different types of channel partners. In more complex multi-channel structures, it becomes even more important due to the number of people, processes, and roles involved. The performance of a channel can be measured across multiple dimensions. The parameters that are measured usually are effectiveness, efficiency, productivity, equity and profitability of the channel (SMstudy.com).

1.8.7. Challenge

The situation of being faced with) something that needs great mental or physical effort in order to be done successfully and therefore tests a person's ability (Cambridge dictionary.org).

1.8.8. Customer satisfaction

Customer satisfaction indicates the fulfillment that customers derive from doing business with a firm. In other words, it's how happy the customers are with their transaction and overall experience with the company. Customers derive satisfaction from a product or a service based on whether their need is met effortlessly, in a convenient way that makes them loyal to the firm. Hence, customer satisfaction is an important step to gain customer loyalty (My AccountingCourse.com).

Customer

A customer is an individual or business that purchases the goods or services produced by a business. Attracting customers is the primary goal of most public-facing businesses, because it is the customer who creates demand for goods and services. Businesses often compete or lowered prices to attract an ever-larger customer-base (www.investopedia.com).

Customer means a person who buys the goods or services and pays the price thereof. The word customer is derived from the term 'custom' which means 'practice', so the word customer means the individual or entity who purchases product or services from a seller at regular intervals (key difference, 2015).

Satisfaction

Defined as a function of convergence the expectations with the perceived mode of action of the products by the purchaser. A state of satisfaction or dissatisfaction is a subjective feeling and is a results of specific experiences of individual perceptions and emotions. This satisfaction or dissatisfaction reflects a feeling connected with the completed or unfulfilled expectations in relation to a particular product or service. (Giese and Cote / Defining Consumer Satisfaction 2002).

CHAPTER TWO

LITRETURE REVIEW

This chapter focuses on basic concepts and issues that were discussed by different authors on research topic basic over view of distribution system and customer satisfaction.

2.1. The marketing channels system

Marketing channel system is the particular set of marketing channels a firms employs, and decisions about it are among the most critical ones. One of their chief roles is to convert potential buyers into profitable customers. Marketing channels must not just serve market, they must also make market. The company pricing, its sales force and advertising decisions depend on how much training motivation dealers need. Channel choices themselves depend on company's marketing strategy with respect to segmentation, targeting and positioning(Kotler et.al, 2014).

The importance of distribution channels for producers/manufacturers lies in the fact that traders need to include their products into their stores' assortment. Therefore, producers/manufacturers observe certain types of trading companies, i.e. trading business units and use them in the development and innovation of their channels. The importance of distribution channels for economy can especially be seen in the system development and channel integration. Therefore, vertical marketing systems in the USA, for instance, cover 70 to 80% of consumer goods market (Kotler/Keller, 2008, 487). the importance of distribution channels should be observed not only as the share of commerce in GDP nor employment numbers, but also as the share (component) of value chains in the function of consumption, production and competition development(Segetlija_Dujak_Mesaric.pdf).

2.2. Function of distribution channel

Before selecting channel types or level, we need to understand channel functions. That is what benefit might producers drive from their use distribution channels. Reconciling the need of producer and consumers: manufacturer produce large quantities of limited range of goods, whereas consumers usually want only limited quantity of wide range of goods. Improving efficiency: distribution channels can improve distribution efficiency by reducing a number of

transactions and creating bulk for transaction. Improving efficiency: two major bridge between producers and customers are location and time gap. Location gap derives have long-standing expertise in such areas as selling, serving and installation to customers. Providing specialist service: channels can perform specialist consumer services manufacturers may feel ill-equipped to provide themselves (Jobber, 2001, 520-524).

2.2.3.Levels of channel

This indicates the number of intermediaries between the producer and consumers. The fewer the intermediaries, the shorter the channel. This is also known as channel level. There are four channel levels. They are:

1. Zero level channels: This is also called direct marketing channels. This channel consists of manufacturer and consumer. There are no intermediaries at all. The manufactures sell directly to consumer. The major ways of direct marketing are door to door, home parties, mail order, telemarketing, company's own showrooms etc. It is found effective for marketing of industrial goods. Eureka Forbes sell their vacuum cleaners through salesmen at the door steps of consumers. Beta Shoe Company directly markets its products to the final consumers by itself (Kotler, et.al, 2014, p.380).

2. One level channel : This contains one selling intermediary such as retailer. This is used by manufactures for marketing fashion merchandise. It requires to know the latest trends and fashions of consumers.

3. Two level channel : This contains two intermediaries such as wholesaler and retailer.

4. Three level channel : This contains three intermediaries. For example, in the meat packing industries, wholesalers sell to jobbers, who sell to small retailers.

Higher level marketing channels are also found. In Japan food distribution may involve as many as six levels (Kotler, et.al, 2014, P-380)

2.3.Designing distribution channels

We now look at several channel decisions manufacturers face. In designing marketing channels, manufacturers struggle between what is ideal and what is practical. Anew firm with limited

capital usually starts by selling in a limited market area. Deciding on the best channels might not be a problem: The problem might simply be how to convince one or a few good intermediaries to handle the line. If successful, the new firm can branch out to new markets through existing intermediaries. In smaller markets, the firm might sell directly to retailers; in larger markets, it might sell through distributors. In one part of the country, it might grant exclusive franchises; in another, it might sell through all available outlets. Then it might add a Web store that sells directly to hard-to-reach customers. In this way, channel systems often evolve to meet market opportunities and conditions (Armstrong &Kotler, 2012, 14thedition). The company wants a distribution channel that not only meets customers' needs but also provides a differential advantage (Etzel, et al, 2004, 13thedition). Stanton, 1991, also suggested that firms interested for channels not only for meeting customers' needs but also to provide an edge on competition. To design a marketing channel system, marketers analyze customer needs and wants, establish channel objectives and constraints, and identify and evaluate major channel alternatives.

1. Analyzing Customer Needs and Wants

Marketing channels are part of the overall customer-value delivery network. Each channel member and level adds value for the customer. Thus, designing the marketing channel starts with finding out what target consumers want from the channel. Do consumers want to buy from nearby locations or are they willing to travel to more distant and centralized locations? Would customers rather buy in person, by phone, or online? Do they value breadth of assortment or do they prefer specialization? Do consumers want many add-on services (delivery, installation, repairs), or will they obtain these services elsewhere? The faster the delivery, the greater the assortment provided, and the more add-on services supplied, the greater the channel's service level. Providing the fastest delivery, the greatest assortment, and the most services may not be possible or practical. The company and its channel members may not have the resources or skills needed to provide all the desired services. Also, providing higher levels of service results in higher costs for the channel and higher prices for consumers. For example, your local hardware store probably provides more personalized service, a more convenient location, and less shopping hassle than the nearest huge Home Depot or Lowe's store. But it may also charge higher prices. The company must balance consumer needs not only against the feasibility and costs of meeting these needs but also against customer price preferences. The success of discount

retailing shows that consumers will often accept lower service levels in exchange for lower prices (Armstrong &Kotler, 2014, 351).

One study of 40 grocery and clothing retailers in France, Germany, and the United Kingdom found that they served three types of shoppers: (1) service/quality customers who cared most about the variety and performance of products and service,(2) price/value customers who were most concerned about spending wisely, and (3) affinity customers who primarily sought stores that suited people like themselves or groups they aspired to join. Channels produce five service outputs:

1. Lot size—The number of units the channel permits a typical customer to purchase on one occasion. In buying cars for its fleet, Hertz prefers a channel from which it can buy a large lot size; a household wants a channel that permits a lot size of one.

2. Waiting and delivery time—The average time customers wait for receipt of goods. Customers increasingly prefer faster delivery channels.

3. Spatial convenience—The degree to which the marketing channel makes it easy for customers to purchase the product.

4. Product variety—The assortment provided by the marketing channel. Normally, customers prefer a greater assortment because more choices increase the chance of finding what they need, although too many choices can sometimes create a negative effect.

5. Service backup—Add-on services (credit, delivery, installation, repairs) provided by the channel. The greater the service backup, the greater the work provided by the channel (Keller&Kotler 2014, p.422).

2. Setting Channel Objectives

Companies should state their marketing channel objectives in terms of targeted levels of customer service. The company's channel objectives are also influenced by the nature of the company, its products, its marketing intermediaries, its competitors, and the environment. For example, the company's size and financial situation determine which marketing functions it can handle itself and which it must give to intermediaries. Companies selling perishable products

may require more direct marketing to avoid delays and too much handling (Armstrong &Kotler, 2014). Channel objectives vary with product characteristics. Bulky products, such as building materials, require channels that minimize the shipping distance and the amount of handling. Nonstandard products such as custom-built machinery are sold directly by sales representatives. Products requiring installation or maintenance services, such as heating and cooling systems, are usually sold and maintained by the company or by franchised dealers. High-unit-value products such as generators and turbines are often sold through a company sales force rather than intermediaries (Keller & Kotler, 2014, p.422).

In some cases, a company may want to compete in or near the same outlets that carry competitors' products. In other cases, companies may avoid the channels used by competitors. Finally, environmental factors such as economic conditions and legal constraints may affect channel objectives and design. For example, in a depressed economy, producers want to distribute their goods in the most economical way, using shorter channels and dropping unneeded services that add to the final price of the goods (Armstrong &Kotler, 2014). Companies must adapt their channel objectives to the larger environment (Keller & Kotler 2014).

3. Identifying Major Channel Alternatives

When the company has defined its channel objectives, it should next identify its major channel alternatives in terms of the types of intermediaries, the number of intermediaries, and the responsibilities of each channel member (Keller & Kotler, 2014).

a) Types of Intermediaries

A firm should identify the types of channel members available to carry out its channel work. Most companies face many channel member choices. Dell sold directly to final consumers and business buyers only through its sophisticated phone and Internet marketing channel. It also sold directly to large corporate, institutional, and government buyers using its direct sales force. However, to reach more consumers and match competitors such as HP, Dell now sells indirectly through retailers such as Best Buy, Staples, and Walmart. It also sells indirectly through value-added resellers, independent distributors and dealers who develop computer systems and applications tailored to the special needs of small- and medium-sized business customers (Armstrong &Kotler, 2014).

b) Number of Intermediaries

Three strategies based on the number of intermediaries are exclusive distribution, selective distribution ,and intensive distribution. Exclusive distribution means severely limiting the number of intermediaries. It's appropriate when the producer wants to maintain control over the service level and outputs offered by the resellers, and it often includes exclusive dealing arrangements. Exclusive distribution also enhances the brand's image and allows for higher markups. Producers of convenience products and common raw materials typically seek intensive distribution a strategy in which they stock their products in as many outlets as possible. It places the goods or services in as many outlets as possible. This strategy serves well for snack foods, soft drinks, newspapers, candies, and gum products consumers buy frequently or in a variety of locations(Keller & Kotler, 2014, p.424-25). Between intensive and exclusive distribution lies selective distribution the use of more than one but fewer than all the intermediaries who are willing to carry a company's products. relies on only some of the intermediaries willing to carry a particular product. Whether established or new, the company does not need to worry about having too many outlets; it can gain adequate market coverage with more control and less cost than intensive distribution (Armstrong &Kotler, 2014, p.352-53).

1. Determining Terms and Responsibilities of Channel Members

The producer and the intermediaries need to agree on the terms and responsibilities of each channel member. They should agree on price policies, conditions of sale, territory rights, and the specific services to be performed by each party. The producer should establish price policies a list price and a fair set of discounts and allowance for the intermediaries. Conditions of sale refers to payment terms and producer guarantees on cash discount, defectives, price decline and incentive for large buyers intermediaries. Territory right it must define each channel member's territory, and it should be careful about where it places new resellers. Mutual services and duties need to be spelled out carefully, especially in franchise and exclusive distribution channels(Armstrong & Kotler, 2014, p.353).

5. Evaluating Major Channel Alternatives

Suppose a company has identified several channel alternatives and wants to select the one that will best satisfy its long-run objectives. Both parties to a distribution arrangement win when the **criteria of selecting channel partners** are clear unambiguous. The firm should clearly specify the functions and performance standards that its distributors should meet. Would be distributer can then fairly assess their capabilities versus requirement and commit to meet the outcomes desired by both parties. Recognizing obligation is important for firms and their distributers before entering in to agreement.To improve the chance of success, the company should have to ask several question of potential customers: What is the distributor's credit and financial condition? What is the distributor's selling capacity? What is its historic sales performance? Will the distributor's forgo competitive products? Does it well-come suppliers product? Does the distributor have adequate market coverage? How competent is the distributor's management? How does distributer rate on aggressiveness, enthusiasm, and taking initiative? Is the distributor the appropriate size to do business with us? (Capon and Noel 2009). Does they are hanger for success? In practice selection may be complex because large, well-established distributors may be carry many competing lines and lack enthusiasm for more lines (Jobber, 2001).

Each channel alternative needs to be evaluated against economic, control, and adaptive criteria. **Using economic criteria**, accompany compares the likely sales, costs, and profitability of different channel alternatives. What will be the investment required by each channel alternative, and what returns will result? The company must also consider **control issues**. Using intermediaries usually means giving them some control over the marketing of the product, and some intermediaries take more control than others. Other things being equal, the company prefers to keep as much control as possible. Finally, the company must apply **adaptability criteria**. Channels often involve long-term commitments, yet the company wants to keep the channel flexible so that it can adapt to environmental changes. Thus, to be considered, a channel involving long-term commitments should be greatly superior on economic and control grounds (Armstrong &Kotler 2014, 353-54).

2.3.2.Distribution system management (channel member management).

Marketing channel management calls for: selecting, managing, and motivating individual channel members and evaluating their performance over time (Kotler& Killer 2014, 354).

Selecting Channel Members : when selecting intermediaries, the company should determine what characteristics distinguish the better ones. It will want to evaluate each channel member's years in business, other lines carried, growth and profit record, cooperativeness, and reputation. If the intermediaries are sales agents, the company will want to evaluate the number and character of other lines carried and the size and quality of the sales force. If the intermediary is a retail store that wants exclusive or selective distribution, the company will want to evaluate the store's customers, location, and future growth potential (Kotler et al 2014).

Factors affecting channel selection and management

If a firm is customer-oriented and it should be if it hopes to prosper its channels are determined by consumer buying patterns. The following are factors to be considered to select channels. (Walker, et al, 2004, 13thedition).

a) Environmental consideration

The changing environment described below has an important effect on the selection and management of marketing channels.

1) Social factor which includes change in demographic: population size, growth and shift, and age waves, and culture: attitude and values.

2) Economic factor: the income, expenditure and resources that affect the cost of running an organization or household. Mainly macroeconomic and microeconomic.

3) Technology factors: technology increases consumer value by reducing the cost of products, by new innovation of products which can improve the existing products and providing new. The most important development for marketers may be advances in information technology that allow increases customized service.

4) Competition factors: alternative firms that could provide a products to satisfy a specific market needs, by using internet and restructuring through merging and improve efficiency.

5) Regulatory factors: for any organization regulation constrained, directed and influenced in their marketing, and broader business decision (Berkowitz, et al 2003, 3rdedition).

b) Market consideration

A logical starting point is to consider the target market, it needs, structure and buying behavior: type of market-customers behave differently. Number of potential customer-manufacture with many prospects would like to use intermediaries and vice versa. Geographic consideration of market-sellers use branches in densely populated market and use middlemen in less concentrated market. Order-size manufacturer would sell directly to large super market and would use distributer to address small size buyers (Stanton, et al 2004 13thedition)

c) Product consideration

Under product consideration we will consider the three among numerous. Unit value—price attached to each unit of product affect the amount of funds available to customers. Perishability perishable products require very short channels. Technical nature—consumer products of technical nature really need distribution challenge. Because, the producer sales force must provide considerable presale and post-sale service (Etzel, et al 2004 13thedition).

d) Middlemen consideration

The company may not be able to arrange exactly the channels it desires: Service provided by middlemen—the producer should select middlemen offering marketing services that the producer either is unable to provide or cannot economical perform. Availability of desired middlemen—the middlemen preferred by a producer may not be available. That, they may carry competing products and, as a result, not want to add other line. Producer and middlemen policies—when the middlemen are unwilling to join a channel because they consider a producer's policies to be unacceptable, the producer has fewer channel option (Walker, et al 2004 13thedition)

e) Company consideration

Before choosing marketing channel the company by itself should have to consider its own situation. Desire for channel control some producers may establish their own direct channels for the reason of to control their products even though direct arrangement may be costly than in direct one. Service provided by seller some producers make decisions about their channels based on the distribution function desired (occasionally demanded) by middlemen. Ability of management marketing experience and managerial capabilities of a producer influence decisions

about which channel to use. Financial resources financially strong business can establish their own sales force, grant its customers, and/or store its own products and business with weak financial uses middlemen (Etzel, et al 2004 13thedition)

f) Competitive consideration

Rather than using, traditional channels such as franchise and exclusive dealing arrangement , an innovative approach to distribution may be required. Competitor's channel of distribution are not the only means to reach on target customer. There is another opportunity of direct marketing to supply products in new way thanks to e-commerce (Jobber, 2001)

2.Training and Motivating Channel Members

Once selected, channel members must be continuously managed and motivated to do their best. The company must sell not only through the intermediaries but also to and with them (Armstrong &Kotler 2014). A company needs to view its intermediaries the same way it views its end users. It should determine their needs and wants and tailor its channel offering to provide them with superior value. Carefully implemented training, market research, and other capability-building programs can motivate and improve intermediaries' performance. The company must constantly communicate that intermediaries are crucial partners in a joint effort to satisfy end users of the product (Keller &Kotler, 2014).

a)partner relationship management

Most companies see their intermediaries as first-line customers and partners. They practice strong partner relationship management (PRM) to forge long-term partnerships with channel members. This creates a value delivery system that meets the needs of both the company and its marketing partners. In managing its channels, a company must convince distributors that they can succeed better by working together as a part of a cohesive value delivery system (Armstrong &Kotler 2014).

b) Channel power—Producers vary greatly in their skill in managing distributors. **Channel power**-is the ability to alter channel members' behavior so they take actions they would not have taken otherwise. Manufacturers can draw on the following types of power to elicit cooperation:

Coercive power--A manufacturer threatens to withdraw a resource or terminate a relationship if intermediaries fail to cooperate. This power can be effective, but its exercise produces resentment and can lead the intermediaries to organize countervailing power. **Reward power**--The manufacturer offers intermediaries an extra benefit for performing specific acts or functions. Reward power typically produces better results than coercive power, but intermediaries may come to expect a reward every time the manufacturer wants a certain behavior to occur. **Legitimate power**—The manufacturer requests a behavior that is warranted under the contract. As long as the intermediaries view the manufacturer as a legitimate leader, legitimate power works. **Expert power**—The manufacturer has special knowledge the intermediaries value (Kotler& Keller 2014).

Once the intermediaries acquire this expertise, however, expert power weakens. The manufacturer must continue to develop new expertise so intermediaries will want to continue cooperating. **Referent power**—The manufacturer is so highly respected that intermediaries are proud to be associated with it. Companies such as IBM, Caterpillar, and Hewlett-Packard have high referent power. Coercive and reward power are objectively observable; legitimate, expert, and referent power are more subjective and depend on the ability and willingness of parties to recognize them. Most producers see gaining intermediaries' cooperation as a huge challenge. They often use positive motivators, such as higher margins, special deals, premiums, cooperative advertising allowances, display allowances, and sales contests. At times they will apply negative sanctions, such as threatening to reduce margins, slow down delivery, or terminate the relationship. The weakness of this approach is that the producer is using crude, stimulus-response thinking (Kotler& Keller 2014, p. 429).

3. Performance Evaluation of Channel Members

The information necessary to decide which channel members to retrain & which to drop evaluation criteria includes: sales volume and value, profitability, level of stocks, quality and position of display, new accounts opened, selling marketing capabilities, quality of service provided to customers, market information feedback, ability and willingness to keep comment, attitudes and personal capability(Berkowitz, et al 2003, 3rd edition).

Producers must periodically evaluate intermediaries' performance against such standards as sales quota attainment, average inventory levels, customer delivery time, treatment of damaged and lost goods, and cooperation in promotional and training programs. A producer will occasionally discover it is overpaying particular intermediaries for what they are actually doing. One manufacturer compensating a distributor for holding inventories found the inventories were actually held in a public warehouse at its own expense. Producers should set up functional discounts in which they pay specified amounts for the trade channel's performance of each agreed upon service. Underperformers need to be counseled ,retrained, motivated, or terminated (Kotler& Keller 2014, p.430).

Sales performance	Gross sales Sales by product and market segment	Actual sales quota Market share Price level realized
Inventory maintenance	Average inventory maintained Inventory sales ratio	Inventory turnover on time delivery On time delivery
Selling capabilities	Total number of sales people Sales people assigned to the supplier product	Sales people assigned by geography Account manager assigned to strategy
Information provision	Sales data by consumer information on end user need	Information on inventories returns

Table 2.1 performance evaluation criteria from Capon and Noel 2009

2.4. Challenges of distribution channel system

As far as the challenges, again not sure if you mean for the brewery or the distributor. Distributors are challenged by having trucks, warehouses, employees, and deals with the manufacturers to get products. They have to visit 100s of retailers each day to make sure they have product stocked, and know how much is typically sold so they can restock it(George 2019).

For the breweries, the challenges are as Danial says, making a deal so that the distributor treats company's product well. The larger company as a manufacturer, the more leverage company have with the distributor. The smaller the company, the less money agents make off of the company, and understandable less attention is paid to the company's product. As a craft brewery owner my biggest challenge is just that. Getting the distributors to make sure the company's

product is stocked at a retailer so they don't run out and decide not to carry the company any longer. In some states, small craft breweries don't have to use an established distributor and, in effect, can act as their own distributor. This requires trucks, staff, space, etc. but it can give breweries much better control over their product and better relationships with the retailer by removing the 'middle man'. However, in some states it is required by law that breweries use a distributor and they are not legally able to deliver beer directly to retailers. Further, some states require breweries to choose one distributor in a geographic area forever so if a distributor does not stock the company's product, or buy it from the company's, the brewery has no outlet for distribution sales (George 2019).

As more and more small breweries enter the market, these types of situations will undoubtedly make it difficult to grow. Here are the challenges that the agents face as a distributor-

- The daily fight for tap handles for distributer breweries
- The daily fight for shelf space for distributer breweries
- The incredible amount of effort it takes to co-ordinate multiple trucks delivering multiple products to multiple accounts, with every day containing a different combination of the above

The list could go on and on, but those are the biggies. If the company is looking for a good distributor, go to the market the company is looking to enter, and visit as many bars, restaurants, and liquor stores that company can. Ask the beer buyer about the different distributors in the area- those are the decision makers that will make or break the company, and the company had rather be with the distributor that they thing the highest of. The distributers will also get a chance to pre-sell the company's beer! The state and federal requirements vary greatly. This is the biggest problem(George 2019).

Not only do they vary, because laws have changed and some businesses are "grandfathered" in to certain latitudes, this makes the whole chain of distribution a bit complex. The other part of distribution that makes it difficult for Craft Beer distribution is the whole business of who is buttering the company's bread. The bigger the company is, the more company add to the bottom line - that is, if the company's beer sells. No distributor is going to distribute a beer or promote it,

if it does not sell and is not in any sort of demand. Finding a distributor is as easy as Google or go to a great local liquor store selling craft beer - or specializing on some level in craft beer and talk to the manager (George 2019).

1.The Challenges With Channels of Distribution for Retail Businesses

Channels of distribution are defined by the Reference for Business website as the overall way in which products get from the manufacturer to the end user. To maintain a customer base, a retail company needs to face the challenges associated with various channels of distribution (George 2019).

Wholesale Distribution

A retail business needs to stock its shelves to maintain traffic in its stores. Wholesale distribution channels that buy products from the manufacturers and sell them to retail outlets are one example of a channel of distribution. Wholesale distribution models offer many challenges to a retail business. For one, the retail stocking method referred to as "just in time" inventory uses comprehensive sales projections to stock only as much product as the company needs at any given time. However, a spike in business means that your company could be stuck with empty shelves and no quick way of getting more product. Proper research, planning and coordination with your distributor will help protect against surges in demand due to seasonal or other factors. A beneficial partnership means your company has accessible, real-time inventory data to drive responsive sales and minimize bad purchasing decisions. In addition, wholesalers with poorly integrated systems that overly rely on manual processes can lead to unnecessary errors and delays. Retailers need to trust their distribution partners, and those distributors that couple strong customer service with an advanced supply chain management system can be a real cost advantage (George 2019).

E-Commerce Distribution

E-commerce is a channel of distribution that allows a retailer access to clients all over the world. But there are several challenges with e-commerce that make it difficult to manage. Commerce conducted in foreign countries is subject to international trade laws and the laws of that nation. A company that intends to use e-commerce and Internet sales as a channel of distribution needs to be aware of the laws that can govern nearly every aspect of a trade. Another challenge for e-commerce is maintaining real-time stock figures for online clients. If you show something as being in stock, and it is not, then that can cost you at least one online client and possibly more (George 2019).

Drop Ship Distribution

Drop shipping is done by online and catalog retailers who do not have the resources to stock inventory. The wholesale distributor ships products to the retail clients directly and puts the retail company information on the packing slips and shipping labels. The challenges in using drop shipping as a channel of distribution are that you have no control over shipping and you add another layer to customer service. If the drop shipper sends the wrong product or the product is damaged in shipping, you have to deal with the wholesale distributor to solve the problem as opposed to solving the problem yourself. If a wholesale distributor has quality issues with improper packing of items or consistently shipping to incorrect addresses, you do not have any ability to implement a direct quality improvement program (George 2019).

Specialized Distribution

A single manufacturer may choose to distribute its products through several channels of distribution. For example, a company that makes sporting goods and sports-related clothing may distribute its two lines through two different kinds of distributors. The challenge for the retailer is that it may be able to establish a relationship with one distributor but not the other. For example, a sporting goods store should have no problem getting the manufacturer's line of sporting goods through a sporting goods distributor. But if the line of clothing goes through only one distributor, and that distributor will not sell to the retailer, then the retailer does not have access to the manufacturer's entire line of products (George 2019).

2.5. Customer Satisfaction

Customer satisfaction can be recognized from the state of mind that the customer feels happy with current performance of services delivered by the company and the customer generates it upon on the comparison between actual performed services and the customer's prior demand or expectation. Customer satisfaction formed the basis of any organization's marketing strategy because it determined overall success. Customer Satisfaction can be described as follows: that feeling of having accomplished one's individual inner desires. The feelings of elation or deflation that come from a comparison of the products' perceived performance and expectations. In the case that the performance exceeds the expectations then customers feel satisfied. If the performance is less than what was expected then the customer is dissatisfied. When the performance and expectation is matched then there is indifference or the customer is neutral. Early attempts at measuring customer satisfaction focused on trying to evaluate the operational drivers of satisfaction. (Kahadka&Maharjan, 2017).

Customer satisfaction is a perception. It is also a question of degree. Providing quality products and services is all about meeting customer requirements. Customer satisfaction, a business term, is a measure of how products and services supplied by a company meet or surpass customer expectation. It is seen as a key performance indicator within business and is part of the four perspectives of a Balanced Scorecard. In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. The four key steps for successful marketing are identified as understanding the customer, making value for customer, communicating the value to target market, and making it easy for the customer to buy (Giese and Cote 2002).

2.6. Empirical Review on Research Area

In these part the researcher goes to review the studies on the area of distribution system of draft beer in view of outlet customers. Through Google searches were the following:

On finding of the research study, by Meseret Mehabaw (2017), on the assessment of the distribution management practice of beer product industry in case of George brewery company. In this research finding the extent in which, distribution channel affect the sales volume of the company and the significant factors influencing the distribution channel system, anticipated decision-making process, by an analyzing and evaluating, what are the mandatory guidelines and standards which must be in place at any distributor to deliver sales growth and to have good physical availability the governance of the business and its relationship with manufacturers kind of structure and capability do a distributors need (staff, assets, processes and s training curriculum) in conjunction with manufacturers were assessed. In this study the researcher discovered that, the effective distribution management practice is very important for the companies and distributors due to the effect and the impact on sales volume of the company. The distribution management practice of Meta Abo is done by independent function called distribution management team with the help of 7 propels which they manage different regional markets classified based on their geography and strategic importance. Meta Abo brewery distributors didn't have well organized organizational structure as per the company standard, they are less capitalized and equipped with IT, stock management and transaction system. Even though the researcher assessed all these factors, the outcome of these all factors on customer satisfaction were has not be seen. But the researcher was only seen the impact of factors that affect distribution channel system management practice.

In factors affecting customer satisfaction of brewery industry finding by Olga Madodo (2015),a Case Study Of The East African Breweries Limited In Kenya, was studied in two dimensions: individual factors and external factors. The study found that the relationship between individual factors and customer satisfaction, brand preference, perceived value, perceived quality and loyalty were significant in enhancing customer satisfaction. Equally, the relationship between organizational factors and customer satisfaction were statistically significant. Product price, product quality, product promotion, product brand, and organizational brand image all influence and enhance employee job performance. Finally, the relationship between competency based

performance external factors and customer satisfaction was statistically significant. Even though Madodo has found that the internal and external factors affecting customer satisfaction he has not seen a distribution of product part.

The research finding by Sinee Sankrume (2013)Since market, on Marketing Strategy Analysis of Boon Rawd brewery company, in relation with distribution strategy Sankrume found that, since market share was achieved, with sales volume in the top rank of the market, block channel strategy was used and new agents were added when three breweries entered the already competitive market. In this finding the study find out the relationship of the factors affecting end customer satisfaction with distribution system. Competition, atmospherics and marketing saturation, socio-economic and political issues were all critical components in enhancing customer satisfaction. Here Sankrume has assessed the end customers satisfaction but the researcher of this thesis was assessed about outlet customer satisfaction.

Another research finding was is related with market strategy in case of Gorge Brewery company, by Eden Tsegaye(2017), found that, the company used all 4ps of marketing mix element in the marketing strategies and provision of quality products with affordable prices by promoting its products by using high and effective advertising mechanisms. The product availability and accessibility are at admirable with the practices of both direct and indirect distribution channel. On the other hand, the company has identified its target customers and the company's market segmentation practice is geographical location. This research studied the overall market strategy of George brewery company.

2.7. Summary of Research Gap

In previous research finding, Meseret (2017) has assessed about distribution management practice, Even though she had assessed all these factors, the outcome of these all factors on outlet customer satisfaction were has not be seen. But the researcher was only seen the impact of factors that affect distribution system practice.

Olga Madodo (2015)have founded that, factors affecting customer satisfaction and market strategy of brewery companies. But the researcher have not assessed the outlet customers satisfaction in relating with distribution system .

In case of Eden Tsegaye (2017)and Sinee Sancrume (2013), the research focused on the overall market strategy of the company.

The above all research findings has conducted on all products of the brewery company. The researchers were doing their research in all segment of the products, but not on each segment.

So the objective of this study was to assess, the functionality of single product of draft beer distribution system of Heineken Brewery Share company Ethiopia in light of customer satisfaction.

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2.8.Conceptual frame work

The study seeks to find out the problems of distribution system of HBSC draft beer. The study start from company by itself distribution system management which includes: selection criteria company standards, motivation support& performance evaluation. Channels firms management capacity and willingness and their commitment and the challenges faced a company in managing the distribution channels. Finally satisfaction of outlet customers on distribution system, delivery time and supports from HBSC and agents.

Independent Variables

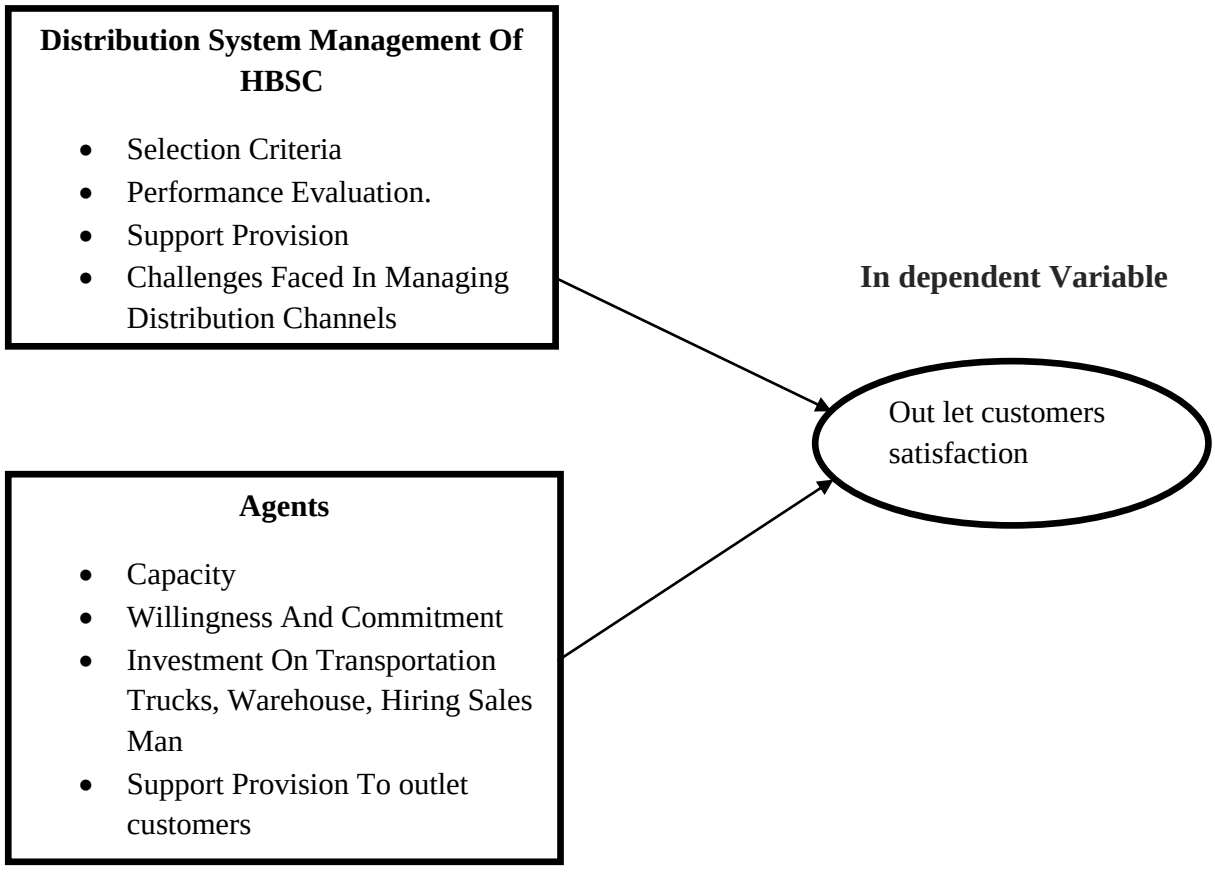

Figure 3.1 Conceptual Frame Work

CHAPTER 3

RESEARCH METHODOLOGY

This chapter present how the research was conducted. it includes research approach and design, data sources, research approach ,research design, data sources, sampling design, data collection method, data analysis method, reliability and validity of the questionnaire and ethical consideration.

3.1. Research Approach

The researcher employed mixed research approach, involving both quantitative and qualitative research approaches to obtain complete data from different sources to address different perspectives, the qualitative complement the quantitative.

3.2. Research Design

This study employed descriptive research design as the purpose of the study was assess the functionality of the draft beer distribution system of Heineken Beer share company Ethiopia in light of customer satisfaction In Addis Ababa. The objective of descriptive research design is to portray an accurate profile of a persons, events or situations. When the purpose of the study is to answer who, what, where, how much and how many question similar to the questions raised in these research, using descriptive type research is a typical choice (Saunders, Lewis, Thornhill 2009).

3.3. Data sources

The study used both primary and secondary data sources. Primary data were collected from draft beer customers, company workers and managers. Secondary data were collected from the company's written documents (reports), books, journal articles and other relevant secondary sources.

3.4. Sampling design

The sampling design is determined based on the concepts: truly represent population, considering available fund, to control systematic bias and us match as possible to get very small

sampling error and reasonable level of confidence in setting number of each samples. The total sample size was 392. The sample size were taken from three entities: HBSC, Agents and Outlet customers. For the outlet customers, the sample size was calculated by using the formula for proportion developed by Yamane (1967:886) n=N/1+N(e)^{2}as follows: N= population, n= sample &e=0.0. the total population was 2416.

$$n= \frac{N}{1+N(e)^2} = \frac{2416}{1+2416(e)^2} = 343.18$$

As a result, 343 outlet customers were involved as sample respondents. From the company 33 respondents were involved. From 56 sales representatives, 26 were selected using availability sampling, those who were available at the time of data collection. Also, the draft beer manager and six draft beer specialists from the company were involved in the study. All the 16 agents (wholesalers) were also involved as respondents (source from HBSC internal document or list of DBMS, Agents and Outlet customers).

3.5. Data Collection Method

The research strives for assessing the functionality of the beer distribution system of Heineken Beer share company Ethiopia in light of customer satisfaction in Addis Ababa.

Accordingly, to collect the required pertinent data, a self- administered questionnaire with closed and open ended questions was distributed to the selected 33 employees, one manger, 6 daft specialists and 26 sales representatives. The questionnaire for company employers was designed in a five-point Likert scale with response categories ranging from strongly agree (5) to strongly disagree (1), prepared in English. Questionnaires for outlet customers and agents were designed in a five-point Likert scale with response categories ranging from strongly agree (5) to strongly disagree (1), prepared in Amharic. In addition to the questionnaire, interview was conducted with draft been development manager. Secondary data relevant for this research work was collected from previous research on the topic, the organizations policies, procedures, journal articles, manuals and website. All distributed questionnaires were correctly filled and returned.

3.6. Data analysis method

The researcher used SPSS to code and analyze the collected responses from questionnaire. After properly editing, data were coded and then made ready for analysis. Descriptive statistical techniques: frequency, percentage, mean and standard deviation were used for analysis data from questionnaire. Questionnaire data analysis was presented in tables. Data collected from interview discussion was organized as per the interview question and were included in the data discussion and interpretation part of the study.

3.7. Reliability and Validity

In order for the study questionnaire to measure what it was to measure, pilot testing was done before the study questionnaire was used in actual data collection. A sample questionnaire was given to ten respondents who were to be involved in the study after which it was checked for completeness, ambiguity and language. Necessary adjustments were done before the actual data collection exercise. In the pilot study, from DBMS 10 (DBDM, 3 DBS and 6 sales representatives) 10 agents and 20 outlet customers respondents were asked to indicate questions that they found ambiguous, those questions that they were uncomfortable with and to make any other comments that could improve the questionnaire. Out of the thirty (30) questionnaires used in the pilot study, and all are returned.

Reliability, testing the extent to which the measure was without bias was done using the Cronbach's alpha coefficient, which ranges in value from 0 to 1. The higher the score, the more reliable the generated scale was. From HBSC: DBDM, DBMS, three draft beer specialists and 6 sales representatives, 10 agents and 20 outlet customers were taken. The three types of questionnaire (for: HBSC DBMS, agents and outlet customers) were had a reliability coefficient of 0.751, 0.91 and 0.732 respectively. These coefficients indicate that the data was good and fit for further computation which can lead to making inferences. To enhance research ethics, the researcher subjected all the resulting responses on the outcomes of analyses of the quantitative data collected during the study and made interpretations accordingly.

3.8. Ethical consideration

The researcher clarified the aim of this study to respondent, and the respondents were volunteered to fill the questionnaire. The researcher followed ethical guidelines including keeping identity of respondents confidential by avoiding any identification on the questionnaire. Great care taken to ensure that these participants were kept completely anonymous in this research paper. Participants were also thanked in writing for their help.

CHARTER 4

DATA PRESENTATION ANALYSIS AND INTERPRETATION

In this chapter, the data collected from target population of HBSC's DBMS, Agents and outlet of each entities were discussed, analyzed and interpreted to arrive at conclusion. Questionnaire was spread to each entities of the study concerned and related employees and owners of each entities. The interview question designed by researcher was made with selected DBDM and notes of the discussion were included in the discussion of the chapter. The data collected are analyzed using SPSS and presented using graphs and tables. This chapter has two main sections. The first section deals with the respondents profile and second section deals with data analysis and interpretation.

4.1. Respondents general profile

In this part, the respondents' general profile which includes age category, gender, year of work experience in the organization and work unit are discussed and their relationship with study was explained. Data is collected from respondents through questionnaire. In addition to questionnaire, unstructured interview was undertaken with DBDM of the company.

4.1.1. Heineken Brewery Share Company Staff Demography

From the total 33 HBSC's staff respondent for whom questionnaire was distributed, all 33 respondents (100%) responses was collected. The next table show the age and gender category.

Table 4.1.1. DBMS respondent of Gender and age group

Age and Gender profile of HBSC's		Frequency	Percent
Sex of respondent	Female	4	12
	Male	29	88
	Total	33	100
Age of respondent	25-30	31	94
	31-35	1	3
	36-40	1	3
	Total	33	100

As shown in table 4.1.1. above,29(88%) were male and the remaining 4 (12%) were female. As shown in table 4.1 above, 31 (94%) respondents were in the age group of 25-30 ,3%were in the age group 31-35 and one (3%)was in the 36-40 age group.

Table 4.1.2. Educational level and position of company respondents

Position And Educational Level Of DBMS		Frequency	Percent
Position of respondent	Sales representative	32	97
	Draft beer development manager	1	3
	Total	33	100
Level of education	Degree	32	97
	2-Degree	1	3
	Total	33	100

As indicated in table 4.1.2 above on respondents' position: one manager (MG), 6 were Draft beer specialists (DBS) and 26 were sales representatives (SR).Majority of responders 30 (91%)were 1stdegree holders, 2 (6.06%)have two-degree and one (3.03%) have master's degree.

Table 4.1.3. Experience of DBMS respondents

		Frequency	Percent
Working experience	1-5 years	30	90.9
	6-10 years	2	6.1
	Above 10	1	3
	Total	33	100

As shown in Table 4.1.3. above, 30 (91%) were worked one up to five years, 2 (6.061%) are worked six up to ten years and one has worked above 10 year.

4.1.2. Distributers (Agents) demography

Table 4.1.4. Gender and Age of Agent Respondents

Sex and Age Respondents		Frequency	Percent
Sex of respondent	F	3	19
	M	13	81
	Total	16	100
Age of respondent	36-40	5	31
	41-45	3	19
	46-50	4	25
	51-60	2	12.5
	60-Above	2	12.5
	Total	16	100

From the above Table 4.1.4, the female number is few 3 while male number is 13 which represents 19% and 81% each.

As shown in Table 4.1.4 above, 5 (31%) of age respondents were in range of 36-40 years, 4 (25%) were in range of 46-50, 3 (19%) were in range of (41-45), 2 (12.5%) were in of range of 51-60 and 2 (12.5%) were above 60 years.

Table 4.1.5. Educational level of Agent respondents

Educational level of Agent		Frequency	Percent
Level of education	10 less than	10	63
	Diploma	5	31
	Degree	1	6
	Total	16	100

As shown in Table 4.1.5,10 (63%) agents were in category of less than grade 10, 5 (31%) were diploma and 1 (6%) was degree holder.

Table 4.1.6. Experience and Position of Agents

Experience and Position of Agents		Frequency	Percent
Position of respondent	Owner	16	100
Working experience	1-2 years	10	62
	3-5 years	6	38
	Total	16	100

As indicated on table 4.1.6, position of all respondents 100% were ownership. Experience of respondents ranges from one up to five years. As shown in table 4.6 above, 10 (62%) of respondents were worked in range of 1-2 years and 6 (38%) worked in range of 3-5 years.

4.1.3. The outlet age and gender demography

Table 4.1.7. Gender and Age Group of Outlets respondents

Gender and Age Group of Outlets respondents		Frequency	Percent
Sex of Respondent	Female	109	32
	Male	234	68
	Total	343	100
Age of Respondent	20-25	75	22
	26-30	181	53
	31-35	56	16
	36-40	23	7
	Above 50	8	2
	Total	343	100

As shown in table 4.1.7 above, 68% (234) were male and 32% (109) were female. As shown in table 4.1.7 above, 53% (181) of the respondents were in age group of "26-30", 22% (75) were in age group of "21-25", 16% (56) were in age group of "31-35", 7%(23) were in age group of "36-40" and 2% (8) were above 40years.

Table 4.1.8.The Educational level, Position and Work Experience of Outlets

		Frequency	Percent
Educational Level of Respondent	Elementary	106	31
	grade 9-10	175	51
	Diploma or 11-12	62	18
	Total	343	100
Position of respondent	Bar-man	93	27
	Supervisor	10	3
	Manager	90	26
	Owner	150	44
	Total	343	100
Experience of Respondent	1-5 years	244	71
	6-10 years	85	25
	11-13 years	14	4
	Total	343	100

The respondents educational level as shown in table 4.1.8., 51% (175) were in category of 9-10 grade, 31% (106) were in category of elementary (1-8) and 18% (62) were diploma holders.

As shown in table 4.1.8. above, Positional status of the respondents were categorized in to four: Owner, Manager, Supervisor and Barman. From these category44%(150) of respondents were owners and27% (93)were Barman's, 26% (90) were managers and 3% (10) were supervisor's.

As shown in table 4.1.8. above,71% (244) of respondents had 1-5 experience in working with HBSC, 25% (85) were in category of 6-10 years and 4% (14) were in category of 11-13 year of experience.

4.2. Questionnaire response

4.2.1. Distribution system management of HBSC

As Peter Mathenge stated in his thesis paper, a five point Likert scale was used to measure the items where 1 represented "strongly disagree" and 5 "strongly agree". The objective was to measure the extent to which respondents were agree with the agents were selected according to the stated criteria or standard. Items in the scale measuring the selection were expected to elicit

positive responses thus a rate of 4 or 5 denoted a agree with the section process, while a rating of 1 or 2 representing negative response denoted disagreeable. A rating of 3 was neutral. Thus, the cutoff point between agree and disagree was then placed at 3.5. standard deviation which is close to one is good.

A summary of DBMS respondents on: management based on negotiating between ideal and practical is presented in table 4.2.1

Table 4.2.1.Management of distribution system in view of DBMS from SPSS output.

General management view		Frequency	Percent	Valid Percent	Mean	Standard deviation
In managing distribution system, the manager should have to compromise the struggle between ideal and practical.	Neutral	3	9.1	9.1		
	Agree	24	72.7	72.7		
	Strongly agree	6	18.2	18.2	4.0909	0.52223
	Total	33	100	100		

From the analysis in Table 4.1, the respondents were agreed with compromising of the struggle between ideal and practical with the mean of 4.0909. Moreover, the standard deviation 0.52223 which is less than one (0<1), this implies that the fact that manager should have to compromise the struggle between ideal and practical does not differ among the various respondents in the Draft Beer Distribution system of HBSC staffs. These refer as that the management and other staffs believe in compromising between ideal and practical.

4.2.2. Selection of Distribution Channel

The company staff view on selection standard were presented on the following Table 4.2.2

Table 4.2.2. About the standards to selection of Agents from SPSS output

selection and standards		Frequency	Percent	Valid Percent	Mean	Standard Deviation	Average mean
The standard sated by the company has considered the available channels.	Neutral	4	12.1	12.1			3.7374
	Agree	23	69.7	69.7			
	Strongly agree	6	18.2	18.2	4.0606	0.55562	
	Total	33	100	100			
The agents selected based on the standard sated by the company.	Disagree	7	21.2	21.2			
	Neutral	14	42.4	42.4			
	Agree	6	18.2	18.2	3.3333	0.0202	
	Strongly agree	6	18.2	18.2			

	Total	33	100	100			

From the analysis in Table 4.2.2, The standard sated by the company has considered the available channels with mean scores of 4.06. However, the agents selected based on the standard stated by the company, results indicate that they are not selected based on the as standard stated with mean scores of 3.33. Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0). These implies that even though the HBSC's has standardized sated selection criteria has considered available channels, the agents are not selected as stated on the standard. That means there are some requirement that, still they did not fulfilled. So, if it that there is some missed requirements, what are those?

The following table will give as answer. From the above presented analysis there is a problem listed in table 4.2.3.

A summary of company staff respondents on: about agents, were presented in table 4.3

Table 4.2.3. problem linked with Agents from SPSS output.

HBSC staff's view about Agents		Frequency	Percent	Valid Percent	Mean	Standard deviation	Average mean
There is a problem of convincing distributers to distribute properly a product.	Strongly disagree	1	3	3			
	Disagree	3	9.1	9.1			
	Neutral	12	36.4	36.4	3.4848	0.93946	
	Agree	13	39.4	39.4			
	Strongly agree	4	12.1	12.1			
	Total	33	100	100			
The Agents are committed and have an interest and willingness to do this business. (distributing HBSC's draft beer)	Strongly disagree	1	3	3			
	Disagree	5	15.2	15.2			
	Neutral	15	45.5	45.5			
	Agree	10	30.3	30.3	3.2121	0.89294	
	Strongly agree	2	6.1	6.1			
	Total	33	100	100			
The business is not profit as match as agents expected so the agents are conducting other related business in parallel.	Disagree	2	6.1	6.1			
	Neutral	7	21.2	21.2			
	Agree	19	57.6	57.6	3.81821	0.76871	3.3939
	Strongly agree	5	15.2	15.2			
	Total	33	100	100			
Selected agents are serving consistently with marketing channel objective of the company.	Disagree	5	15.2	15.2			
	Neutral	11	33.3	33.3			
	Agree	14	42.4	42.4	3.4545	0.8693	
	Strongly agree	3	9.1	9.1			
	Total	33	100	100			
The Agents have enough competent management team to handle the business.	Strongly disagree	3	9.1	9.1			
	Disagree	8	24.2	24.2			
	Neutral	5	15.2	15.2	3.1515	1.14895	
	Agree	15	45.5	45.5			
	Strongly agree	2	6.1	6.1			
	Total	33	100	100			
The Agents have enough capacity (warehouse, delivery trucks and hiring employees) to cover a market.	Disagree	9	27.3	27.3			
	Neutral	10	30.3	30.3			
	Agree	11	33.3	33.3	3.2424	0.96922	
	Strongly agree	3	9.1	9.1			
	Total	33	100	100			

From the analysis in Table 4.2.3, There is a problem of convincing distributers to distribute properly a product with mean scores of 3.48 which is close to 3.5. Likewise, Agents are not committed and have no interest and willingness to do this business with mean scores of 3.212. In addition the business is not profit as match as agents expected so the agents are conducting other related business in parallel with a mean score of 3.82. But they are moderately serving consistently with marketing channels objective of the company with mean of 3.45. Besides, Agents have no enough competent management team to handle the business and capacity (warehouse, delivery trucks and hiring employees) to cover a market with mean scores of 3.15 and 3.24 respectively. Overall, it is clear that, the agents has partially fulfilled the standard sated by the company with mean score of 3.39 which is close to 3.5.Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0).

However, even though the staff idea about the agents was reflecting, partial fulfillment of standards, the agents view about themselves totally different from staffs view. Agents stated that they are fulfilled the standards sated by the company. The table below shows their idea as follows

After assessing the staffs view about agents, the researcher also include what agents say about themselves in terms of fulfilling criteria sated by the company and also about the profitability of the business. The researcher present all these in the following table 4.2.4.

A summary of agents responses about themselves were presented in Table 4.2.4.

Table 4.2.4. the agents view about the selves from SPSS output

what Agents think about the business		Frequency	Percent	Valid Percent	Mean	Standard Deviation	Average Mean
The business is not profit as match as we expected so we are conducting other related business in parallel.	Disagree	1	6.3	6.3			
	Neutral	1	6.3	6.3			
	Agree	9	56.3	56.3	4.1250	.80620	
	Strongly agree	5	31.3	31.3			
	Total	16	100	100			
We are committed and have an interest and willingness to do this business. (distributing HBSC's draft beer)	Disagree	2	12.5	12.5			
	Agree	7	43.8	43.8			
	Strongly agree	7	43.8	43.8	4.1875	.98100	
	Total	16	100	100			4.14
We have enough capacity (warehouse, delivery trucks and hiring employees) to cover a market.	Neutral	2	12.5	12.5			
	Agree	8	50	50			
	Strongly agree	6	37.5	37.5	4.2500	.68313	
	Total	16	100	100			
We have enough competent management team to handle the business.	Disagree	2	12.5	12.5			
	Neutral	1	6.3	6.3			
	Agree	8	50	50	4.0000	.96609	
	Strongly agree	5	31.3	31.3			
	Total	16	100	100			

From the analysis in Table 4.2.4, The business is not profit as match as agents expected so they are conducting other related business in parallel with a mean score of 4.125. however, even though the business is not profiting the agents they think that they were committed, have interest and willingness, enough capacity (warehouse, delivery trucks and hiring employees) to cover a market, and enough competent management team to handle the business with a mean score of 4.2, 4.25 and 4 respectively. Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0).

4.2.3. The support provided by the company

As Peter Mathenge stated in his thesis paper, the scores "strongly disagree"" and "disagree"" represented an item of the support provision experienced to a "Small Extent" (SE), equivalent to 1 to 2.5 on the continuous Likert scale (1≤SE<2.4). The scores of "neutral" represented an item of the support provision experienced to a "Moderate Extent" (ME). This was equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4). The score of "agree"" and "strongly agree" represented an item of the support provision experienced to a "Large Extent" (LE). This was equivalent to 3.5 to 5.0 on the Likert scale (3.5≤LE<5.0). A summary of the descriptive statistics for analysis of support provision is presented in this section. In the following table 4.5 the extent of the supports provision by the company for distributers, by staff of the company were analyzed.

Table 4.2.5. company staff view about the supports provision from SPSS output

Support		Frequency	Percent	Valid Percent	Mean	Standard deviation	Average Mean
company provides training on warehouse keeping, product handling system and people management to the agents.	Disagree	6	18.2	18.2			3.735
	Neutral	8	24.2	24.2			
	Agree	17	51.5	51.5	3.4545	0.8693	
	Strongly agree	2	6.1	6.1			
	Total	33	100	100			
Heineken Brewery Company provides financial support (keg loan and product discount) whenever the company believes it is important.	Disagree	5	15.2	15.2			
	Neutral	7	21.2	21.2			
	Agree	17	51.5	51.5	3.606	0.89928	
	Strongly agree	4	12.1	12.1			
	Total	33	100	100			
The supports (motivational activities, training and different incentives) provided by the company to distribution channels helped them to improve their performance.	Disagree	2	6.1	6.1			
	Neutral	6	18.2	18.2			
	Agree	19	57.6	57.6	3.8788	0.78093	
	Strongly agree	6	18.2	18.2			
	Total	33	100	100			
The specialist suggestion (every other day delivery) make agents more successful than daily delivery.	Disagree	2	6.1	6.1			
	Neutral	6	18.2	18.2			
	Agree	15	45.5	45.5	4	0.86603	
	Strongly agree	10	30.3	30.3			
	Total	33	100	100			

A summary of staff responses about support provision in Table 4.5

From the analysis in table 4.2.5, In terms of company provides training on warehouse keeping, product handling system and people management in medium extent (2.4≤ME3.4) with a mean

score of 3.45. However, HBSC provide financial supports (keg loan and product discount) whenever the company believes it is important to the agents in large extent (3.5≤LE<5.0) with a mean score of 3.61. In addition, the supports given by the company helped distributers to improve their performance and also the specialist suggestion make agents more successful than daily delivery with mean scores of 3.88 and 4 respectively which is also in large extent (3.5≤LE<5.0). Besides, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0). Overall, these implies that support from the company were provided to distributers in large extent (3.5≤LE<5.0) with a mean score of 3.58.

The following Table 4.2.6. shows the agent respondents about the support provision from the company to them.

From the analysis in table 4.2.6, HBSC provide training on marketing of the product and the training given by HBSC helped agents to improve their performance with a mean score of 4.25 and 4.31 respectively which is in large extent (3.5≤LE<5.0). In addition The company design and provide efficient delivery system for distribution purpose and Company provides financial support whenever it is important, in large extent (3.5≤LE<5.0) with a mean score of 4.44 and 4.25 respectively. Besides, the specialist suggestion (every other day delivery) make them more successful than daily delivery with a mean score of 4.06.overall the company support provisions were enough in large extent(3.5≤LE<5.0) in light of the agents with a mean score of 4.26. Besides, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0).

Table 4.2.6. the support provided by the company to agents from SPSS output

Supports given by company to Agents		Frequency	Percent	Valid Percent	Mean	Standard Deviation	Average Mean
The Heineken Brewery Share Company provides us training on marketing of the product	Disagree	1	6.3	6.3			
	Agree	9	56.3	56.3			
	Strongly agree	6	37.5	37.5	4.2500	.77470	
	Total	16	100	100			
The training warehouse keeping, product handling system and people management) given by HBSC helped as to improve our performance.	Disagree	1	6.3	6.3			
	Neutral	1	6.3	6.3			
	Agree	6	37.5	37.5	4.3125	.87321	
	Strongly agree	8	50	50			
	Total	16	100	100			
The company design and provide efficient delivery system for distribution purpose.	Disagree	1	6.3	6.3			
	Neutral	1	6.3	6.3			4.2625
	Agree	4	25	25	4.4375	0.89209	
	Strongly agree	10	62.5	62.5			
	Total	16	100	100			
The specialist suggestion (every other day delivery) make more successful than daily delivery.	Disagree	1	6.3	6.3			
	Neutral	1	6.3	6.3			
	Agree	7	43.8	43.8	4.2500	.85635	
	Strongly agree	7	43.8	43.8			
	Total	16	100	100			
Heineken Brewery Company provides us with financial support whenever it is important.	Disagree	1	6.3	6.3			
	Neutral	1	6.3	6.3			
	Agree	10	62.5	62.5	4.0625	0.7719	
	Strongly agree	4	25	25			
	Total	16	100	100			

A summary of staff respondents on performance evaluation were presented in Table 4.2.7.

From the analysis in table 4.2.7, Company evaluates Performance of Distribution channels with a mean score of 3.88. likewise, the company let the agents and outlets to report about their performance and usually request distributers information about the acceptability of the products with a mean score of 4.06 and 3.67 respectively within large scale($3.5 \leq LE < 5$).

Table 4.2.7performance evaluation of distribution channels from SPSS output

Performance evaluation		Frequency	Percent	Valid Percent	Mean	Standard deviation	Average Mean
Company evaluates Performance of Distribution channels.	Disagree	4	12.1	12.1			
	Neutral	2	6.1	6.1			
	Agree	21	63.6	63.6	3.8788	0.85723	
	Strongly agree	6	18.2	18.2			
	Total	33	100	100			
Heineken Brewery Company requests both Agents and outlets to report about their performance.	Neutral	5	15.2	15.2			
	Agree	21	63.6	63.6	4.0606	0.60927	3.8686
	Strongly agree	7	21.2	21.2			
	Total	33	100	100			
Heineken Brewery Company usually request distributers information about the acceptability of the products.	Disagree	3	9.1	9.1			
	Neutral	9	27.3	27.3			
	Agree	17	51.5	51.5	3.6667	0.8165	
	Strongly agree	4	12.1	12.1			
	Total	33	100	100			

Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev.<1.0). Overall, the performance evaluation were conducted in large scale with a mean of 3.87which is in between 3 to 5.

A summary of agents responses on performance evaluation were presented in Table 4.8 below.

Table 4.2.8.Agents response about performance evaluation.

Agents performance evaluation view		Frequency	Percent	Valid Percent	Mean	Standard Deviation	Average Mean
Heineken Brewery Company usually request us information about the acceptability of the products.	Disagree	1	6.3	6.3			
	Agree	12	75	75			
	Strongly agree	3	18.8	18.8	4.0625	0.68007	
	Total	16	100	100			
Heineken Brewery Company requests us to report about our performance.	Disagree	1	6.3	6.3			4.1875
	Neutral	1	6.3	6.3			
	Agree	6	37.5	37.5			
	Strongly agree	8	50	50	4.3125	0.87321	
	Total	16	100	100			

From the analysis in table 4.8 above, the company let the agents to report about their performance and usually request information about the acceptability of the products by customer

(outlets) with a mean score of 4.06 and 4.31, respectively, which are within large scale(3.5≤LE<5). Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev.<1.0). Overall, the company requested the agents' performance report in large extent with a mean of 4.18 which is between 3 to 5.

A summary of outlets responses on performance evaluation were presented in Table 4.2.9.

Outlet performance Evaluation view		Frequency	Percent	Valid Percent	Mean	Standard Deviation	Average mean
Heineken Brewery Company or the agents wholesalers usually request us information about the acceptability of the products.	Strongly disagree	4	1.2	1.2			
	Disagree	136	39.7	39.7			
	Neutral	14	4.1	4.1	3.2099	1.09075	
	Agree	162	47.2	47.2			
	Strongly agree	27	7.9	7.9			
	Total	343	100	100			3.22332
Heineken Brewery Company or the agents wholesalers request us to report about our performance.	Strongly disagree	12	3.5	3.5			
	Disagree	105	30.6	30.6			
	Neutral	18	5.2	5.2	3.2566	1.03368	
	Agree	199	58	58			
	Strongly agree	9	2.6	2.6			
	Total	343	100	100			

Table 4.9outlets response about performance evaluation from SPSS output

From the analysis in table 4.2.9, the company let the outlets to report about their performance and moderately request information about the acceptability of the products by end customers with a mean score of 3.2 and 3.25 respectively within a medium scale(2.5≤LE<3.4). Moreover, respondents answer differ significantly between the respondents as reflected in the standard deviation of greater than one (0.1<Std. Dev.). Overall, these implies performance evaluation were conducted in medium scale with a mean of 3.2 which is in between 2.5 to 3.4.

4.2.4. Customer satisfaction on distribution system used

As Peter Mathenge stated in his thesis paper, a five point Likert scale was used to measure the items where 1 represented "strongly disagree" and 5 "strongly agree". The objective was to measure the extent to which respondents were satisfied. Items in the scale measuring the respondents satisfaction was expected to elicit positive responses thus a rate of 4 or 5 denoted a agree with the statement, while a rating of 1 or 2 representing negative response denoted

disagreeable. A rating of 3 was neutral. Thus, the cutoff point between agree and disagree was then placed at 3.5. standard deviation which is close to one is good.

The customers satisfaction answer on delivery were analyzed in the following table 4.10

A summary of outlets responses about supply is presented in Table 4.10

Delivery		Frequency	Percent	Valid Percent	Mean	Standard Deviation
The supply of the product is sufficient.	Disagree	193	56.3	56.3		
	Neutral	25	7.3	7.3	2.8017	0.94361
	Agree	125	36.4	36.4		
	Total	343	100	100		

Table 4.2.10. customers answer on the delivery situation from SPSS output.

From the analysis in table 4.10, the supply of the product is not sufficient with a mean score of 2.8. Besides, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0).

A summary of outlets responses about delivery time were presented in Table 4.2.11.

Table 4.2.11. the outlet customer view on time of delivery from SPSS output

Delivery		Frequency	Percent	Valid Percent	Mean	Standard Deviation	Average Mean
Distributer deliver product usually after noon, so we are forced to buy competitors product which is delivered before noon.	Disagree	43	12.5	12.5			
	Neutral	9	2.6	2.6			
	Agree	255	74.3	74.3	3.8280	.77770	
	Strongly agree	36	10.5	10.5			
	Total	343	100	100			3.83
If the distributer does not deliver draft beer before noon, we ought to buy competitors draft beer which is delivered before noon.	Disagree	36	10.5	10.5			
	Neutral	14	4.1	4.1			
	Agree	264	77	77	3.8338	0.72048	
	Strongly agree	29	8.5	8.5			
	Total	343	100	100			

From analysis in table 4.2.11, in terms of distribution, the distributer usually deliver product usually after noon, outlets are forced to buy competitors product which is delivered before noon and If the distributer does not deliver draft beer before noon, the outlets ought to buy competitors draft beer which is delivered before noon with mean score of 3.828 and 3.83 respectively.

Besides, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0). Overall the average mean shows delivery problem was significantly affecting the market with mean score of 3.83. This implies the company is losing market share, because of late delivery of agents.

The outlet customers need support from the company and distributers in terms of financial and motivational activities. The support provided by the company and distributers were presented as follows.

A summary of outlets responses about support by the HBSC were presented in Table 4.2.12

Support from company		Frequency	Percent	Valid Percent	Mean	Standard Deviation	Average Mean
The Heineken Brewery Company provides training on machine usage sanitization, nature of product minor maintenance of machine and customer handling	Strongly disagree	13	3.8	3.8			
	Disagree	105	30.6	30.6			
	Neutral	24	7	7	3.2913	1.10666	
	Agree	171	49.9	49.9			
	Strongly agree	30	8.7	8.7			
	Total	343	100	100			
Heineken Brewery Company provide financial support (draft machine and draft beer machine sanitization for free, free CO2cilinder and CO2gas, draft mug (glass), table and chair, tent (gazebo), and banner with outlet name 9promotion) whenever we request	Disagree	42	12.2	12.2			3.6
	Neutral	14	4.1	4.1			
	Agree	273	79.6	79.6	3.755	0.7162	
	Strongly agree	14	4.1	4.1			
	Total	343	100	100			
The incentive and motivation activities are sufficient.	Disagree	41	12	12			
	Neutral	24	7	7			
	Agree	253	73.8	73.8	3.7638	75291	
	Strongly agree	25	7.3	7.3			
	Total	343	100	100			

Table 4.2.12 outlet response on support from the company from SPSS output

From analysis in table 4.2.12, HBSC provides training on machine usage sanitization, nature of product minor maintenance of machine and customer handling with a mean score of 3.3. In addition Heineken Brewery share Company provide financial support on (draft machine and draft beer machine sanitization for free, free CO2 cylinder and CO2 gas, draft mug (glass), table and chair, tent (gazebo), and banner with outlet name (promotion) with mean score of 3.75.Furthermore, the incentive and motivation activities (price discount and buy five get one

free etc.) are sufficient. Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one (Std. Dev. <1.0).

A summary of outlets responses about support from distributers were presented in Table 4.13

Table 4.2.13. the outlet answer on support provision of agents (distributers)

Support		Frequency	Percent	Valid Percent	Mean	Standard deviation
the distributers provide us keg loan and product on credit	Strongly disagree	29	8.5	8.5		
	Disagree	147	43	43		
	Neutral	131	38	38	2.5071	0.7937
	Agree	36	10.5	10.5		
	Total	343	100	100		

Table 4.2.13. customer response support provision of agents from SPSS output

From analysis in table 4.1, the distributers does not provide keg loan and product on credit with mean score of 2.51.This implies that the distributers does not have a capacity give draft kegs and product on credit as recommended in selection standard. It is not mandate but they are expected to give this kind of support.

4.3. Interview response

4.3.1. Current HBSC'S Distribution Management System

According to the interview information, the current HBSC's distribution system is aligned with company main objective. HBSC specialized on production of the beer. So the company focus on production of beer and prefer to manage distribution system through third party or distribution channels. The company use indirect distribution system with two level which means wholesalers and retailers Kotler, et.al, 2014, 380.

The company manage distribution system through:

1. Root to Market Management and,
2. Regional Sales Management

Root to market managers more focus on wholesalers (Agents) whereas the regional sales managers more focus on outlets.

Root to market managers main duty is to recruit and develop wholesalers. For recruiting agents they use the standard sated by company to select distribution channels. In recruitment process the

managers consider the distributers (Agents) capability (capacity), experience and willingness to do the business. When we say capacity it about asset of the agents which includes warehouse building which can hold five day stocks, recruiting competent employers and buying enough delivery trucks to run the business. In development of wholesalers process the managers use giving training, doing motivational activities such as distributer contest, experience sharing in both in the country and international level, and providing price discount based on the performance they scored. Another duty of root to market managers staff is drawing delivery root or sketching (outlining) roots to distribute draft beer for distributers.

Regional sales managers manage and more focus on the outlets. Regional Sales Managers follow up daily orders of distributers (agents), extracting information about the accessibility of the product, find out area of focus to sale draft beer, fining the way to support the outlets: doing promotion for them for example banners which has included the name of outlet business house and company's' products, installation of machines: such as draft machines, providing fridge or cooler and conducting visibility of products (doing draft beer let to be seen by consumers and also to attract potential users of the HBSC draft beer).

4.3.2. **Standards to Select Distribution Channel**

Company has a standard to select agents. Here, the researcher presents the interview result accordingly as discussed with HBSC's DBS staffs:

- ✓ the agent is expected to be 18 and above in age,
- ✓ having good capacity of: building warehouse that can hold 3 to 5 day stock,
- ✓ hiring employees: sales man, van sales man and trained loader unloaded workers, who work on each trucks as the product is pack type of keg it need CO2 cylinder which wants very care full treatment,
- ✓ using IT technology for recording of sales performance of each trucks and outlet performance.
- ✓ In regulatory part the distributers are expected to be vat registered.
- ✓ Reputation between outlet customers

Lending draft kegs and giving product by credit is recommended for customer satisfaction

4.3.3. Performance evaluation

The interview result accordingly as discussed with HBSC's DBDM on performance evaluation, is listed as the following:

Monthly Target achievement will be provided to agents. Accordingly the evaluation will be made.

- There is sale in and sale out targets:
    - Sale in means: when the agents buy a product from HBSC
    - Sale out means: when the agents sale the draft beer to outlet customers
    - Based on these sales report the performance will be evaluated
- Evaluating profit and loss report
- Evaluating cost advantage

In addition daily target visit performance also evaluated

Outlets were evaluated weekly in hectoliter sale performance and large amount of sale.

4.3.4. Support provided by the company

Based on the interview discussion the researcher presents about the support types of the HBSC for distributers.

Supports provided for both wholesalers (agents) and retailers (outlet) were as follows:

For agents: keg loan, demand creation and training about product handling , people management and warehouse keeping. Incentives are: pay for performance (payment based on performance), buy five, get one free and price discount

For outlets: draft machine and draft beer machine sanitization for free, free CO2cilinder and CO2gas, draft mug (glass), table and chair, tent (gazebo), and banner with outlet name. machine usage sanitization, nature of product minor maintenance of machine customer handling. Incentives: buy five get one free and price discount are also given by the company

When selecting intermediaries, the company should determine what characteristics distinguish the better ones. It will want to evaluate each channel member's years in business, other lines carried, growth and profit record, cooperativeness, and reputation. But before selecting channels there are factors to be consider: Environmental (which includes, social, economic, technological,

and regulatory factors), product, market, middle men, company and competitors (Berkowitz et al, 2003).

4.3.5. Challenges faced the in the management of distribution system

The interview result accordingly as discussed with HBSC's DBDM Challenges facing the distribution system management were listed as below:

- Company delivery truck storage
- The quoi in the manufacturing station to load the draft beer kegs for agents. Because the overall regional Agents take draft beer from Kilinto which is located in Kaliti.
- Agents small capacity: finance shortage
    - small warehouse not according to criteria of company or that cannot hold3 to 5 day stock
    - small number of trucks that cannot cover the market demand available
    - lack of competent management or lack of hiring employees required (even there is no delegated person to the business)
    - pretending wrong information about their capacity for example showing hired trucks just like once self.
- Outlet wants credit, usually they want to take draft beer kegs in credit
    - When the distributer truck come to outlet they may not ready to buy a draft kegs.
    - Disappearance of the decision makers (owner, supervisor, manager and owner)
    - Favoring competitors: for example selling competitors draft beer like HBSC's draft beer, using Walya draft beer machine for competitors draft beer, even though there is draft keg machine with draft they deliberately do not sell it to consumers
- Having Small outlet customer: The draft machines are very expensive need to be productive, so the company does not install machines in which the company does not assumed that the machine is not productive. Before installation the company expect large number of consumersof HBSC draft beer ofoutlet customer.

4.4. Discussion

From above finding the HBSC management system is based on the specialization on production. that means the company distribute draft beer through third party which is called "Agent" and

outlet. The company focus only on production and does not want to suffering on delivery; hence HBSC transferred the distribution burden to wholesalers and through outlets.Why do producers give some of the selling job to channel partners? After all, doing so means giving up some control over how and to whom they sell their products. Producers use intermediaries because they create greater efficiency in making goods available to target markets. Through their contacts, experience, specialization, and scale of operation, intermediaries usually offer the firm more than it can achieve on its own(Armstrong and Kotler 2012, p.342). As Kotler& Keller 2014, p.421 stated HBSC uses two level distribution i.e. wholesalers (agents) and retailers (outlet customers). The company manage distribution system through: Root to Market Management and Regional Sales Management. Root to market mainly concerned with agents and regional sales management mainly concern about outlet customers.

The DBDM and the company staff including the manager were agreeingon compromising of practical and ideal with mean score of 4.1. In designing marketing channels, manufacturers struggle between what is ideal and what is practical. A new firm with limited capital usually starts by selling in a limited market area. Deciding on the best channels might not be a problem: The problem might simply be how to convince one or a few good intermediaries to handle the line.(Kotler and Armstrong 2012, 351).

In HBSC there is a problem of convincing distributers to distribute properly a product with a mean value of 3.5. That means agents are not committed and have no interest and willingness to do this businessas the DBMS response with mean score of 3.21. This is because of that the business is not profit as match as agents expected so the agents are conducting other related business in parallel with mean score of 3.82. However, they are moderately serving consistently with marketing channels objective of the companywith mean score of 3.45. Besides, Agents have no enough competent management team to handle the business and capacity (warehouse, delivery trucks and hiring employees) to cover a marketwith mean score of 3.15 and 3.24 respectively. Overall, it is clear that, the agents were partially fulfilled the standard sated by the companywith mean score of 3.4.

As International Finance Corporation Determines in selection criteria setting first the company need to determine what the company want from the channel. Second, determining what the agents want. Then the company need to find the closest possible match between these two

objectives. After this step the company develop a list of criteria that express what the company and company'swant from the agents, and apply that list to each distributor, or agent, that meet with the company (Developed by Janine Firpo 2010).

The selection criteria stated considered the available channels with mean score of 4.06. Nevertheless, the selection of agents not fully based on the standard sated with mean score of 3.33. These implies that even though the HBSC's has standardized sated selection criteria that has considered available channels, the agents are not selected as stated on the standard. That means there are some requirement still that they did not fulfilled. However, even though the staff idea about the agents was reflecting that, partial fulfillment of standards, the agents view about themselves very different from staffs view. Agents stated that they are fulfilled the standards sated by the companywith mean score of more than 4. This has its own impact on outlet customer satisfaction, that mean if the outlet were not visited as targeted market coverage, because of agents lack of capacity to do their business, the outlet customers will not sell the product to end consumers because the product is not readily available for them; this lead to loss of market share for the company in the market.As George (2019) stated a retail business needs to stock its shelves to maintain traffic in its stores. Wholesale distribution channels that buy products from the manufacturers and sell them to retail outlets are one example of a channel of distribution. Wholesale distribution models offer many challenges to a retail business. For one, the retail stocking method referred to as "just in time" inventory uses comprehensive sales projections to stock only as much product as the company needs at any given time. However, a spike in business means thatcompany could be stuck with empty shelves and no quick way of getting more product. Proper research, planning and coordination with company's distributor will help protect against surges in demand due to seasonal or other factors.

In terms of company support provision, training given in large extent as DBMS and agents response to with mean score of 3.73 and 4.26. In addition, as agents response HBSC provide financial supports whenever the company believes it is important to the agents. In addition, the supports given by the company-helped distributers to improve their performance and the specialist suggestion make agents more successful than daily delivery with minimization of delivery cost. Overall, these implies that support from the company provided to distributers in large extent. Besides, the specialist suggestion (every other day delivery) make them more

successful than daily delivery. Overall, the company support provisions for agents were enough in large extent of mean more than 4 in light of the agents.The outlet customers response: HBSC does not provide training on machine usage sanitization, nature of product minor maintenance of machine and customer handling with a mean score of 3.3.Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one. This implies the company was provides those training to selected few outlet customers as the researcher acquired from interview discussion with the DBDM but this training is important to all outlet customers as far as they all use the same materials as the researcher view.However Heineken Brewery share Company provides financial support on (draft machine and draft beer machine sanitization for free, free CO2 cylinder and CO2 gas, draft mug (glass), table and chair, tent (gazebo), and banner with outlet name (promotion) with mean score of 3.75.Furthermore, the incentive and motivation activities (price discount and buy five get one free etc.) are sufficient. Moreover, respondents answer does not differ significantly between the respondents as reflected in the standard deviation of less than one overall the company.

In performance Evaluation, Company, developed cost effective delivery system, that called, root to market visit. In addition, Monthly Target achievements provided to agents. Accordingly, the evaluation made on sale in and sale out targets. Based on these sales report the performance evaluations conducted in relation with profit and loss report evaluation and delivery cost advantage evaluations made monthly. Company evaluates Performance of Distribution channels through letting agents to report about their performance and usually request distributers information about the acceptability of the products but moderately for outlets. The outlet customers response on: company let the outlets to report about their performance and moderately request information about the acceptability of the products by end customers with a mean score of 3.2 and 3.25 respectively within a medium scale($2.5 \leq LE < 3.4$). Moreover, respondents answer differ significantly between the respondents as reflected in the standard deviation of greater than one. Overall, these implies performance evaluation were conducted in medium scale with a mean of 3.2 which is in between 2.5 to 3.4. This implies that the company focus on evaluation of agents but less attention on evaluation of outlet customers.

A beneficial partnership means the company has accessible, real-time inventory data to drive responsive sales and minimize bad purchasing decisions. In addition, wholesalers with poorly

integrated systems that overly rely on manual processes can lead to unnecessary errors and delays. Retailers need to trust their distribution partners, and those distributors that couple strong customer service with an advanced supply chain management system can be a real cost advantage (George 2019).

Challenges facing the distribution system management were, Company delivery truck storage, the quoi in the manufacturing station to load the draft beer kegs for agents, and agents having small capacity. Outlet wants credit; usually they want to take draft beer kegs in credit, Having Small outlet customer: The draft machines are very expensive, so the company does not install sufficient machines to many outlets; before installation of the machine, company expect large number of consumers of outlet customers. HBSC will not be cost effective if the machine installed for any outlet, because, the investment on machine is huge, the return would be not significant as the expenses spent. Because machines need sanitization and maintenance cost in addition.

In terms of customer satisfaction on current distribution system, the distributer usually deliver product usually after noon, outlets are forced to buy competitors draft beer which is delivered before noon and If the distributer does not deliver draft beer before noon, the outlets ought to buy competitors draft beer which is delivered before noon. This implies the company is losing market share, because of late delivery of agents. Even though, HBSC provides training, financial support, and incentive and motivation activities agents were showing lower performance in satisfying outlet customers need.A producer must periodically review and modify its channel design and arrangements. The distribution channel may not work as planned, consumer buying patterns change, the market expands, new competition arises, innovative distribution channels emerge, and the product moves into later stages in the product life cycle. Adding or dropping individual channel members requires an incremental analysis. Increasingly detailed customer databases and sophisticated analysis tools can provide guidance into those decisions. A basic question is: What would the firm's sales and profits look like with and without this intermediary? (Kotler& Killer, 2014, p.429).

CHAPTER 5

SUMMARY OF THE MAJOR FINDING, CONCLUSION AND RECOMMENDATION

These chapter presents summary of major finding, conclusion, recommendation and areas for further research.

5.1. Summary Of The Major Finding

the HBSC management system is based on the specialization on production. that means the company distribute draft beer through third party which is called “Agent” and outlet. The company manage distribution system through: Root to Market Management and Regional Sales Management. Root to market mainly concerned with agents and regional sales management mainly concern about outlet customers.

The DBDM and staffs view about compromising of practical and ideal with a mean of 4.1.There is a problem of convincing distributers to distribute properly a product with a mean of 3.5. The agents are not committed and have no interest and willingness to do this business. Business is not profit as match as agents expected so the agents are conducting other related business in parallel. Moderately serving consistently with marketing channels objective of the company. Agents have no enough competent management team to handle the business and capacity to cover a market.

The selection criteria stated considered the available channels with mean of 4.06 and the selection of agents not fully based on the standard sated with mean of 3.33.

In terms of company support provision for both agents and outlet customers, training given in large extent with mean score of 4.26 and 3.6 respectively.

In performance Evaluation, Company, developed cost effective delivery system, that called, root to market visit. In addition, Monthly Target achievements provided to agents and volume of hectoliters for outlet customers. The company request about the accessibility of the product and timely report with mean score of 3.87. Agents and outlet customers were requested about the accessibility of the product and timely report with mean score of 4.18 and 3.2 respectively.

Challenges facing the distribution system management were observed in all direction in company by itself, agents and outlets customers.

Customers were not satisfied with, current distribution system and let delivery time with mean score of 2.8 and 3.8 respectively. Support from company and agents with mean score of 3.6 and 2.57 respectively.

5.2. Conclusion

Channels of all types play an important role in the success of a company and affect all other marketing decisions because they create greater efficiency in making goods available to target markets(Kotler& Keller,2012, p.416). The HBSC distribution system is based on product specialization and distribute draft beer through third party which is two level distribution system wholesaler and retailers.

The HBSC has stated selection criteria which has considered current available channels. This is good for the company because if the criteria were impracticable the agents may not interested to do the business. However, DBDS argued that the selected distributers were not based on the standard. However, agents differently stated they were fulfilled the standard or minimum requirement.

Evaluating the performance of distributers is very crucial the company should have to recognize and reward intermediaries who are performing well and adding good value for consumers. Those who are performing poorly should be assisted or, as a last resort, replaced. Performance evaluation were made on daily delivery and cost advantage evaluation on agents and outlet customers were evaluated based on the hectoliter sold. About Performance evaluation outlets customers response was not as match as those agents. HBSC provide training financial support with different incentives for agents and also for outlets financial support and incentives were given in large extent. But training for outlet is less moderately than agents.

Challenges of companies in managing distribution channels was making a deal so that the distributor treats company's product well. Challenges in management of distribution channels were company truck shortage to distribute to wholesalers (Agents), agents less capacity and financial shortage to cover a market and Outlet disobedience.

Customer satisfaction formed the basis of any organization's marketing strategy because it determined overall success. Customer are not satisfied with product delivery system, because of late delivery of distributers, they were used to buy competitors draft beer.

5.3. Limitation of The Study

The researcher try to find out the problems in all dimensions means in company view and in distributers view. This paper, as one of any ordinary has faced the following loopholes.

- Lack of seriousness on research response by many participants in the study, because despite of being aware of the research topic respondents did not provide detailed opinions/views to some question.
- Biased information from some respondents due to lack of trust on the subject matter on the study, resistance was common among few individuals fearing that the results might have negative impact on their work.

5.4. Recommendation

The HBSC distribution system is should have to be managed according to company main objective but it should be integrated with wining the market share through changing or modifying the channels used to distribute the draft beer efficiently.

Agent selection need to be revised and selecting channels based on minimum requirement of the standards have to be implemented. Because the distributers were not selected according to standard sated (minimum requirement) by the company, and still they become hindrance for the company to grow and Loss of market share lead to idle capacity which lead also diseconomies of scale. The cost ineffective were not compare with the return.

The performance evaluation need to add on time daily delivery performance because the outlet customers were selling competitors draft beer with having being idle huge investment of draft machine.

Partner relationship with both agents and outlet need to be more to afford effort on it for both company and partner distributers. A company must convince distributors (both wholesalers and

outlets) that they can succeed better by working together as a part of a consistent value delivery system.

Outlet customers need to be closely follow-up with a target to create superior value for final consumers, because, they are a final way to get loyal product consumer.

5.5. Areas for Further Research

Given that the study focused only the outlet customer satisfaction on the existing distribution system, the results was that they are not satisfied and selection of agents were not depending on the stated criteria. It is recommended that a study can go farther to find out the how those agents to be selected and a means of changing or re arranging agents and the extent of consumer satisfaction would allow for broader findings.

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APPENDIX-A

ST. MARY'S UNIVERSITY

SCHOOLOF GRADUATE PROGRAM

DEPARTMENT OF MANAGEMENT

Questionnaire to be fill by managers and staffs of Heineken Brewery Company Ethiopia

The purpose of this question is to collect real information for the study I am conducting on the topic "An assessment of the draft beer distribution system in light of customer satisfaction: the case of Heineken Brewery Company Ethiopia" as partial fulfillment of Masters of Business Administration (MBA) program at St. Mary's University. To this end, I kindly request you to provide me genuine information, to the best of your knowledge, so that finding of the study would be of good quality. The study is purely academic research. Besides, I assure you that all your responses will kept confidential. I would like to thank you for your willingness, effort and sharing precious to fill the questionnaire and returning it the earliest possible.

Part I: Demographic Information

Please mark (X) in appropriate box to your response.

1. Gender:

- Male
- Female

2. Age in years:

- 25-30
- 31-35
- 36 – 40

3. your position

- Manager
- Draft specialist
- Sales representative

4. For how long have you held the position (in years?)

- 1-5
- 6-10
- Above 10

5. Level of Education

- degree
- 2 degree holders
- Masters

Instruction: please use tick mark (√) or mark (×) in the boxes provided to choose from the options given and answer in writing where appropriate.

	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	In managing distribution system, the manager should have to compromise the struggle between ideal and practical.					
2	The standard sated by the company has considered the available channels.					
3	The agents selected based on the standard sated by the company.					
4	There is a problem of convincing distributers to distribute properly a product.					
5	The Agents are committed and have an interest and willingness to do this business. (distributing HBSC's draft beer)					
6	The business is not profit as match as agents expected so the agents are conducting other related business in parallel.					
7	Selected agents are serving consistently with marketing channel objective of the company.					
8	The Agents have enough competent management team to handle the business.					
9	The Agents have enough capacity (warehouse, delivery trucks and hiring employees) to cover a market.					
10	company provides training on warehouse keeping, product handling system and people management to the agents.					
11	Heineken Brewery Company provides financial support (keg loan and product discount) whenever the company believes it is important.					
12	The supports (motivational activities, training and different incentives) provided by the company to distribution channels helped them to improve their performance.					
13	The specialist suggestion (every other day delivery) make agents more successful than daily delivery					
14	Company evaluates Performance of Distribution channels.					
15	Heineken Brewery Company requests both Agents and outlets to report about their performance.					
16	Heineken Brewery Company usually request distributer's information about the acceptability of the products.					

1. What is the current HBCS distribution system management regarding to draft beer delivery? ----------
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2. What are the criteria/standards to select distribution channels? ----------
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3. What type of motivation and training had given to distribution channels? (please specify for each channel level)
_____
_____
_____
_____
4. What challenges in managing distribution system?
_____
_____
_____
_____
5. What are the supports provided by the company to distributers?
_____
_____
_____
_____
_____

APPEDIX-B

ቅድስተማርያምዩኒቨርሲቲ

ሁለተኛዲግሪየማሟያጥናት

የአስተዳደርትምህርትክፍል

በድርጅቱባለቤትእናወይምየስራሃላፊየሚሞላቅፅ

የዚህህጥያቄአላማበቅድስተማርያምዩኒቨርስቲማስተርስመረሀግብርለማሟያጥናትየሚዉልሲሆንአላማዉ ም "የሄኒከንቢራአክሲዎንማሃበርድራፍትቢራስርጭትበተቃሚዉእርካታዕይታለመመዘን" ታስቦየተዘጋጀነዉ፡፡ የእርሶምላሽለዚጥናትጠቀሜታስለሚኖረዉበተቻሎት ፣መጠንትክክለኛ ና እዉነተኛመረጃንእዲሰጡኝበአክብሮትእጠይቃለዉ፡፡
እርስዎየሚሰጡትምላሽለጥናቱብቻየሚያገለግልሲሆንምላሽዎበሚስጥርየተጠበቀመሆኑንላሳዉቅዎትእ ወዳለዉ፡፡
ይህንንጥያቄለመመለስበፍቃድዎ ና ዉድጊዜዎንበመሰዋትስለተባበሩኝእጅግበጣምአመሰግናለሁ፡፡
መመሪያ፡
ከዚህቀጥሎበሚገኘዉሰንጠረዥዉስጥያሉትንጥያቄዎችበጥንቃቄበማንበብያመኑበትንምላሽበሚያመለክ ተዉየመመለሻሰንጠረዥዉስጥ (√) ወይም (×) ምልክትበማድረግይመልሱ፡፡
እድሜጸታየስራልምድየትምርትደረጃየስራሃላፊነት

36-40 ☐ ወንድ1-☐መትከ10 በታ☐ቤት ☐ ☐

41-45 ☐ ሴት3-5☐መትዲፕሎማሃላ☐ ☐ ☐

46-50 ☐ ዲግሪሱፐርቫይዘር ☐ ☐

51-60 ☐ ባርማን ☐

ከ60 በላይ ☐

ተ.ቁ	ዐረፍተነገር	በጣምእስማማለሁ	እስማማለሁ	ድምፅአልሰጥም	አልስማማም	በጣምአልስማማም
1	የድርጅቱየምርትአቅርቦትበቂነዉ፡፡					
2	አከፋፋዩየድርጅቱንምርትብዙጊዜከሰአትበኋላስለሚያቀርብልን ፣ በጠዋትየሚቀርብልንንየሌላድርጅትምርትእንገዛለን፡፡					
3	የድርጅቱአከፋፋይወኪልበጠዋትምርቱንካላቀረበልን ፣ በጠዋትየሚቀርብንየሌላድር					

	ግትምርትለመግዛትእንገደዳለን፡፡					
4	ድርጅቱየማሽንአጠቃቀም፡ ፅዳት፡ስለማሽኑባህሪ፡ ትንንሽየማሽንጥገናናማስተካከያዎችንእንዲሁምስለደንበኛአያያዝስልጠናንይሰጠናል፡፡					
5	ድርጅቱየድራፍትማሽን CO2 ሲሊንደር፡ CO2 ጋዝ፡ የድራፍትመጠጫብርጭቆዎች፡ ወንበርናጠረቤዛእንዲሁምየመጠለያጥላንአስፈላጊበሆነበትሰዓትይሰጠናል፡፡					
6	በድርጅቱየሚሰጠን) ማበረታቻእናድጋፍበቂነዉ፡፡					
7	ስለምርቱተደራሽነትየድርጅቱምርትአከፋፋይወኪሎች ና ድርጅቱመረጃንይጠይቁናል፡፡					
8	ድርጅቱወይምየምርትአከፋፋይወኪሎችስለአተገባበራችንየየጊዜዉንሪፖርትይጠይቁናል፡፡					
9	የምርትአከፋፋይወኪሎችየድራፍት፡ በርሜልናድራፍቱንበብድርይሰጡናል					

APPENDIX-C ቅድስተ

ሜርያምዩኒቨርሲቲ

ሀለተኛ ዲግሪ የሞያ ጥናት

የአስተዳደር ትምህርት ክፍል

በድርጅቱ የምርት አከፋፋይ (ወኪሎች)የ ማሟላ ቅፅ ፡ ፡

የዚህ ጥያቄ አላማ በቅድስተ ሜርያምዩኒቨርስቲ ማስተርስ መረሀ ግብር ለሞያዊ ጥናት የሚመል ሲሆን አላማውም "የ ሄኒከን ቢራ አከሲዎን ማሻበር ድራፍት ቢራ ስርጭት በተጠቃሚዉእርካታዕይታለመማዘን" ታስቦ የተዘጋጀ ነ ው፡ ፡ የእርሦ ምላሽ ለዚ ጥናት ጠቀሜታ ስለሚኖረዉበተቻሎት ፣ መጠን ትክክለኛ ና እዉነ ተኛ መረጃን እዲሰጠኝ በአክብሮት እጠይቃለ ው፡ ፡ እርስዎ የሚሰጡት ምላሽ ለጥና ቱ ብቻ የሚያገለግል ሲሆን ምላሽዎ በሚስጥር የተጠበቀ መሆኑን ላሳወቅዎት እወዳለ ው፡ ፡

ይህንን ጥያቄ ለመሞላ ስ በፍቃድዎ ና ወድ ጊዜዎን በማዋት ስለተባበሩኝ እጅግ በጣም አመሰግናለሁ፡ ፡

መመሪያ፡ ከዚህ ቀጥሎበሚ ኘዉሰንጠረዥዉስጥ ያሉትን ጥያቄዎች በጥንቃቄ በማንበብ ያመኑበትን ምላሽ በሚያመለክተዉየ መመላሻ ሰንጠረዥዉስጥ (√) ወይም (×) ምልክት በሚድረግ ይመልሱ፡ ፡

እድሜጾታ የስራ ልምድየ ትምርት ደረጃ የስራ ሃላፊነት

ተ.ቁ	ዐረፍተ ነገር	በጣም እስማማለሁ	እስማማለሁ	ድምፅ አልሰጥም	አልስማማም	በጣም አልስማማም
1	የስራዉሽያጭእንደጠበኩት አዋጭ አይደለምስለዚ የግድ ትርፍ ለማገኘት ሌሎች ተመሳሳይ ስራዎችን በተጓዳኝ ለማራት አገደዳለ ው፡ ፡					
2	የሽያጭስራዉን (የ ድርጅቱን ድራፍት ቢራ ማከፋፈልን)					

20-25 ☐ ወንድ1-2 ዓመት ☐ ☐

ከ9 ☐ በታችባለቤት ☐ ☐

☐ ☐

26-30 ☐ ሴት3-5 ዓመትከ 9-10 ሃላፊ ☐

31-35 ☐ ዲፕሎማ

36-40

ከ40 በላይ

	በፍቃደኝነት ና በፍላጎት እንዲሁምበትጋት ነዉየ ምሰራዉ፡ ፡					
3	ገበያዉን ለማዳረስ እኔ በቂ የሆነ (የ መጋዘን ቤት፡ የ ምርት ማከፋፈያ የ ጫት መኪኖች እና ብቃት ያላቸዉ ሰራተኞችን የ መቅጠር) አቅም አለኝ፡ ፡					
4	የ ሽያጭስራዉን በብቃት መስራት የ ሚቻል የ ስራ አስተዳደር አለኝ (አዋቅሬያለዉ)፡ ፡					
5	የ ድርጅቱ ድራፍት ስፔሻሊስቶች በ አንድ ቀን ልዩነት ማከፋፈል ብለዉ ያስቀማጠት በየ ቀኑ ከማከፋፈል የ በለጠ ወጪአማ አድርጎ ኛል፡ ፡					
6	ድርጅቱ ስለ ድራፍት ቢራ ስርጥት ስልጠና ይሰጠል ፡ ፡					

7	በድርጅቱ የሚከጠዉየ መጋዘን፤ ድራፍት እንዲሁምየ ሰተኛ አያያዝ ስልጠና ፤ የአተገባበር መሻሻል እንዲኖረን አግዘናል፡ ፡					
8	ድርጅቱ የምርት ስርጭት ንድፍ ያወጣልናል፡ ፡					
9	ድርጅቱ የተለያዩ የፋይናንስ እገዛን አስፈላጊ በሆነ በት ሰአት ያቀርብልናል፡ ፡					
10	ስለምርቱ ተደራሽነ ት ድርጅቱ ሚጃን ይጠይቀናል፡ ፡					
11	ድርጅቱ ስለአተገባበራችን የየጊዜዉን ሪፖርት ይጠይቀናል፡ ፡					