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SCHOOL OF GRADUATE STUDIES MASTERS

OF BUSINESS ADMINISTRATION IN MARKETING

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ASSESSMENT OF MARKETING PRACTICE AND

COMPETITIVENESS IN CASE OF ST.GEORGE

BREWERY (PLC).

BY

MEKDES TEFERI

JANUARY, 2019
ADDIS ABABA, ETHIOPIA

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
SCHOOL OF GRADUATE STUDIES IN PARTIAL
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Declaration

I undersigned declare that this Research report is my original work and has not been presented for a degree in any other university, and all the materials used for this study have been duly acknowledged.

Name, _____

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Date, _____

This research report has been submitted for examination with our approval as a university advisor.

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Abstract

Among the core activities in Business Company to stay competent in the market is having a well-developed marketing strategy. The crucial success or failure of a company depends on its marketing strategy. Hence, this study focused on assessing the marketing practice and competitiveness of St. George brewery (plc.), in Addis Ababa. The study followed both quantitative and qualitative research approach and used descriptive research design. Both primary (involving questionnaires and interview) and secondary data collection instruments were used to collect data. The target populations of the study were the marketing department staff of St. George Brewery in Addis Ababa and consumers of the company's products in Addis Ababa. Accordingly, 60 respondents from the marketing departments were selected using availability and purposive sampling technique, while 150 consumers of St. George brewery were sampled using Convenience sampling technique. Data analyses were made using descriptive statistical tools such as frequency, percentages, mean and standard deviations. Accordingly, the finding shows: St. George Brewery has been exploiting all the 4Ps of marketing mix elements to achieve its target mission. With regard to product mix strategy St. George was providing quality products its customers. By providing a quality product, the company is able to sustain its competitive advantage in the brewery industry. In terms of the pricing strategy St. George Brewery set the fair/affordable; however, most consumer respondents were not comfortable with the current pricing system of the company. The distribution system of the company is brilliant and determines the product's marketing presence and the buyers' accessibility to the product. The selling processes of the products are mainly through intermediaries. Concerning to promotional tools, the company promotional tools are advertising, personal selling, and public relation. The best way of advertising means of the company is media advertisement. This media advertisement includes TV, Radio and newspapers. Even though St. George Brewery has been exploiting all the 4Ps, it has a lot of problems in implementing the best marketing strategy. With regard to the marketing competitiveness of St. George brewery, the company has reputation in product and service quality, have developed strong marketing ability. Taking in to consideration the above results, it is recommended that: All the marketing mix strategies has to be integrated, ST. George brewery to redesign the leveling and packaging of the product, Marketing researches should be conducted regularly to find out the actual condition of the beer market, ST. George brewery need to produce alcohol free breweries with its brand in order to get all possible customers. St. George ought to foster the expansion of its indirect distribution channels by provides discounts and appropriate credit term. In addition, St. George brewery products need to be available in off-trade areas and better to use various promotional tools i.e. event sponsorship, corporate social responsibility and advertisement. Furthermore, each of the company's promotion strategies has to be ethical, motivating and always kept in line with the moral and values of the society. The company needs to establish well organized customer complaint handling department and enlarge its level of responses with regard to consumers and retailer's objection. Finally, the company should constantly alter the sub elements of each marketing mix to successfully compete with its competitors and offer the greatest value to its customers

Key Words: Marketing, Marketing mix, Product, Price, Promotion, Distribution, Competitiveness

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Today's customer oriented market environment is characterized by a countless amount of products and brands. Globalization causes increased competition, disappearance of national boundaries, increased customers demand, and the pressure on producers to efficiently and effectively fulfill to customer's expectations which is increasing. For organizations to survive, these challenging conditions and to secure their growth and market share figures, proper marketing mix techniques are of greatest importance. The main reason that makes marketing mix a powerful concept is, it makes marketing easy to handle and allow the separation of marketing activities from other activities of the firm and the delegation of marketing tasks to specialists (Goi, 2009).

The term marketing mix has its origins when Neil Borden identified the controllable marketing elements that properly managed would result to a profitable business operation. Later on, McCarthy reduced Borden's factors to a simple four-element framework commonly known as the 4Ps, i.e., Product, Price, Promotion and Place (Shaw, 2012).

According to Dacko (2008), marketing is uniquely able to assess consumer needs and the firm's potential for gaining competitive advantage. Marketing develops strategy based on analysis of consumers' competitors and other environmental forces. Marketing strategies generally deal with the marketing mix of 'four Ps' product, price, promotion and place. All the marketing mix variables help companies in formulating marketing strategies as competitive advantages (Ferrel and Michael, 2010). Most business organization, whether they are large or small, domestic or international, new or existing, and private or governments all are operate in a turbulent and uncertain environment. In the context of changing customer expectations, technological

discontinuities, and increasing environmental uncertainties business managers have a big challenge of making the right strategic choice and setting their strategic priorities. Due to this, managers must develop new tools, new concepts, new strategies and the new mindsets to cope with the turbulent and chaotic marketing environments that may lead to failure of the organization (Burnett, 2008).

Among the most competitive business area in Ethiopia with the turbulent and chaotic marketing environments is the brewery industry. As a result of the country continuous economic development, the beer market of Ethiopia showed amazingly increase trend every year. Currently, foreign investment in Ethiopia's beer industry is showing a huge increase and multinational beer companies are increasingly attracted to the industry. Local companies are also purchased by international companies. St. George Brewery, Dashen, Heineken with different products, Walia, Meta, Raya, Zebidar and Habesha are some of the beer companies operating in Ethiopia.

According to online sources, St. George Brewery, which is the subject of this study, is the oldest beer in Ethiopia, having 50.01% market share in the country beverage industry ([http://www. Addismap.com/BGI Ethiopia](http://www.Addismap.com/BGI-Ethiopia); [www.capital Ethiopia.com](http://www.capital-Ethiopia.com)). St. George Brewery Factory was established in 1922 by a Belgium Nationalist Mussie Dawit Hale. The Brewery was set up with modest premises to produce the country's first bottled Beer. The St. George Brewery Factory is situated near the Mexico square, Addis Ababa and occupies an area of 20,000 square meters of land. The brewery stands right on the same site it was 83 years ago. Slowly, but steadily, St. George Brewery continued to grow and was nationalized.

(<http://www.addismap.com/bgi-ethiopia>).

The factory is now owned by BGI, an internationally acclaimed Brewing company that operates in many countries. The role played by the brewery was significant in supporting and promoting other social activities. Today, St. George is the oldest beer in Ethiopia and is certainly also the youngest with fresh dynamism.

(<http://www.addismap.com/bgi-ethiopia>). Though this is the reality, St. George

Brewery Factory competitive level seems to be not as it was in the past in which the competition was not stiff.

Thus, the purpose of this study was to assess the marketing strategy practices and competitiveness of St. George Brewery Factory so as to provide the marketing mix strategy that best withstands the stiff competition of the same industries that could make the company successful.

1.2 Problem Statement

According to Ferrel and Michael (2010), a company needs to consider the competitors in its industry in order to develop successful strategies. Strategies such as price competition, advertising battles, sales promotion offers, new product introductions, and increased customer service are commonly used to attract customers from competitors. In order to fully analyze rivalry, it is important to determine which firms are the major competitors and what are their annual sales, market share, growth profile, and strengths and weaknesses. Also, it is useful to analyze their current and past marketing strategies to try to forecast their likely reactions to a change in a competitive firm's strategy.

Like other products, the investment in the production and sale of beer needs its own marketing strategy. Beer market of Ethiopia is exposing an amazing increasing trend every year. Especially in recent five years, the industry shown more than a 15% increment trend each year and expected to grow in the future. Because of this attractive industrial growth, the currently existing breweries continuously expand their production capacity and plans to add new plants. Currently foreign investment in Ethiopia's beer industry is showing a huge increase and multinational beer companies are attracted to the industry and new local companies are also entering in the market, which makes beer market very competitive. St. George Brewery Factory is competing with both the existing brewery companies and new entrants.

The marketing strategies practice of competitors creates the shift of customer to the new products; the new beer companies are entering in to the market in huge capacity and use their full potential to penetrate the market through promotion, segmentation and to widen their destination. From a preliminary survey done on customers for this study, a shift of St. George beer customers to other beer brands was observed, indicating a marketing strategy drawback in the company. It appears that some local and international brewery factories are gaining an increasing market share from time to time using various marketing strategies. It was also noted that the company's marketing strategy has not been reviewed and modified to go in line with existing environmental changes. This study examined the current practice of marketing strategy of the firm from the company's competitiveness perspective guided by the following basic questions.

- To what extent is the marketing strategies practiced by St. George Brewery factory aligned with its mission, the target market and marketing mix to satisfy customer requirements?
- To what extent the company uses all the marketing mix elements devised to stay competent in the market?
- How does St. George Brewery segmenting, positioning and targeting its products to win competitors and achieve its stated goals?
- What are the challenges encountered in practicing the marketing strategies in St. George Brewery?

1.3 Objective of the study

1.3.1 General Objectives

The general objective of the study was to assess marketing strategy practice in light of competitiveness of St. George brewery (plc.).

1.3.2 Specific objectives

While assessing the marketing practice and competitiveness of St. George brewery (plc.), the researcher focused on the following specific objectives;

- To assess how the marketing strategies are practiced by St. George Brewery factory are aligned with its mission to satisfy customer requirements
- To explore how the marketing mix elements used by St. George Brewery (PLC) are satisfying its customers requirement and
- To examine how the company strategically applies segmenting, targeting and positioning in the market to win competitors and achieve its stated goals.
- To identify major opportunities and challenges encountered in association with the marketing strategy implementation of St. George Brewery (PLC)

1.4 Significance of the study

Among the core activities of a business company, having a well-developed marketing Strategy is the leading one. The ultimate success or failure of a company depends on its marketing strategies. The study therefore, intended to help the company management to redirect their attention to this highly essential function in order to stay competent in the national and international market. Once the strategies embraced by the company understood by the management and line-managers of company, they could adopt the findings and recommendations for effective marketing planning, implementation and control of their marketing operations in order to increase its market share and level of competitiveness.

The study is worth doing because it can help the company to look at its problems, to take in to the alternative consideration, and to give basic knowledge about marketing mix strategy and their significance in the Brewery industry. The study can also contribute towards the advancement of theoretical knowledge and served as a reference material for similar studies in future. Hence academics would be able to use the gaps identified for criticisms, and propound further concepts and theories in the areas of competitive marketing (strategy). Moreover, marketing consultants and

researchers will be opportune to understand the nature of competitive marketing, and possibly carry out further studies on it.

1.5 Scope of the Study

This research was intended to assess the marketing practice and competitiveness of St. George Brewery plc. The scope of this research was delimited to head quarter level and the consumers of the company's product in Addis Ababa. Hence it did not include any other beer companies in the country. The research covered the viewpoints of management and non-management employees, and customers of St. George brewery products to see the successfulness and competitiveness of the company through its marketing mix strategies. The study has included the basic marketing mix elements such as product, price, promotion and distribution strategies of the company. It did not include elements in the so called extended marketing mix elements.

1.6 Limitation of the study

The consumers of the St. George Brewery are too many and scattered in the different part of the country. The study was limited to involve the consumers of St. George Brewery located in the Addis Ababa. It would be better for this study to include many consumers located in the different part of the country. The study was also limited by the lack of researches conducted on this topic, especially in the county's context in which this study is undertaken. Lack of sufficient finance and time was also the limitation of this study.

1.7 Definition of key terms

The researcher used the following conceptual definitions throughout this study.

- **Marketing:** Marketing is defined in this study as the performance of activities that seek to accomplish an organization's objectives by anticipating customer or client needs and directing a flow of need satisfying goods and services from producer to customer or client
- **Marketing mix:** The marketing mix is the means by which marketing objectives

of the organization will be achieved and comprises of product, price, promotion and place of the marketing activities. As stated by Kotler (2003) “Marketing mix describes the set of tools that management can use to influence sales’

- **Product:** A product is anything that can be offered to a market for attention, use or consumption that satisfies a want or need (Kotler, 2007).
- **Price:** Price is the amount of money charged for a product or service, or the sum of the values that consumers exchange for the benefits of having or using the product or service (Kotler, 2003).
- **Promotion:** The specific mix of advertising, personal selling, and public relations that a company uses to pursue its marketing objectives. According to Andrew (2010) the elements of promotional mix are: personal selling, sales promotion, public relation, and advertising
- **Distribution:** It is the set of firms and individuals that take title or assist in transferring title to a good or service as it moves from the producer to the consumer. Distribution strategies are concerned with the channels a firm may employ to make its goods and services available to customers (Perreault, 2011).
- **Competitiveness:** Competitiveness is a multidimensional concept. It can be looked at from three different levels: country, industry, and firm level (Dr. Dawei Lu (2011). At a firm level Competitiveness is the ability of a firm to design, produce and/or market products superior to those offered by competitors, considering the price and non-price qualities” (D’Cruz, 1992).

1.8 Organization of the paper

The study is organized in to five chapters where the first chapter gives an explanation on background of the study, statement of the problem, general and specific objectives of the study, significance of the study, scope and limitations faced when conducting the study. The second chapter explains review of related literatures and empirical findings by different authors. The third chapter presents the research methodology that includes sample design, data type and source, target population, data collection, data processing and analysis, and instrument development. The fourth chapter discuss about the findings of the study and discussion and finally the fifth chapter presents the conclusion of study findings and recommendation for concluded problematic areas.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter gives an overview of literature that is related to the research problem presented in this study. Both theoretical and empirical literatures reviews on marketing strategies were addressed.

2.1 An Overview of Brewery

Beer is the oldest fermented drink in the world. Beer is a universal product. Almost all societies in the world produce beer in one form or another, whether such is at the industrial or the home level. Its benefit, although scientifically analyzed and explained only recently, had nonetheless been understood since thousands of years ago. How else can one explain that beer, the world's oldest alcoholic beverage, is even today, globally, the most widely consumed drink after water and tea (Myers & Mark, 1998).

The process of making beer is known as brewing. A dedicated building for the making of beer is called a brewery, though beer can be made in the home and has been so for much of beer's history. A company which makes beer is called either a brewery or a brewing company. Beer made on a domestic scale for non-commercial reasons is classified as home brewing regardless of where it is made, though most home brewed beer is made in the home. Brewing beer is subject to legislation and taxation in developed countries, which from the late 19th Century, largely restricted brewing to a commercial operation only; (<http://www.euromonitor.com>, 2017). Today, the brewing industry is a global business, consisting of several dominant multinational companies and many thousands of smaller producers ranging from brew pubs to regional breweries. More than 133 billion liters (35 billion gallons) are sold per year (the equivalent of a cube 510 meters on a side), producing total global revenues of \$294.5 Billion (\$147.7 billion) in 2006.

The basic ingredients of beer are water, a starch source, such as malted barley, able to be fermented (converted into alcohol): a brewer's yeast to produce the fermentation; and a flavoring such as hops. A mixture of starch sources may be used, with a secondary starch source, such as maize (corn), rice or sugar, often being termed an adjunct, especially when used as a lower-cost substitute for malted barley. Less widely used starch sources include millet, sorghum and cassava root in Africa, potato in Brazil, and agaves in Mexico among others. The amount of each starch source in a beer recipe is collectively called the grain bill.

Beer is categorized into two main types based on the temperature of the brewing which influences the behavior of yeast used during the brewing process. The two types are lager which is brewed at a low temperature and ales which are brewed at higher temperatures (<http://www.euromonitor.com> 2017).

2.2 Beer Consumption in Ethiopia

In Ethiopia, beer has been there in various home brewed forms. Its industrial production was a phenomenon that came about early during the last century. It had a modest growth rate until recently when due to urbanization and population growth, demand for it took an upsurge and supply could not cope there with; hence price escalation and critical shortage. Ethiopia's beer production in 2009/10 was about 2.9 million H.L or (290,000,000 liters). The annual consumption per head is 4 Lt. Last three year's data of the existing breweries shows that the demand increases on an average of 11%. Current Beer production capacity is 3.35 million hectoliter ; (<http://www.Accesscapital.com> ,2018)

According to the Statistical Abstract of 2011, produced by Access Capital, breweries in Ethiopia produced 1.56 million hectoliter of beer during 2010 and this represented 37% of all beverage produced by commercial producers. It was second to soft drinks which produced 2 million hectoliter during the same period and this represented 48%. The rest included wine and other alcoholic spirits.

There are hard facts that indicate that beer market in Ethiopia has been growing and the breweries are also making profits from their operations. Good instances are that Meta Beer factory and Harar Beer that have undertaken substantial expansion projects. There are currently five breweries in Ethiopia namely BGI Group (Societe des Brassiere et Glaciers International), Dashen, Harar, Meta and Bedele Factories. Harar Brewery Produces Stout beer named Hakim Stout and also Harar Soft, a nonalcoholic beer intended for the predominantly Muslim population of the area. Because of its proximity to Addis Ababa, 75%- 80% St. George Brewery is draft beer and uses kegs and barrels in addition to St. George beer, BGI Produces Bati and Castel, which was initially intended to export market (Robel Zewde, 2013).

2.3 Theoretical Literature

2.3.1 Overview of Marketing mix Strategy

Kotler and Armstrong (2012) define Marketing strategy as a marketing logic by which the company hopes to create customer value and achieve profitable customer relationships. From the above definition we can understand that marketing strategy focuses on long term company objective and maintains a long term relationships with the customers and it is a means to realize the company's stated goal. Marketing strategy involves two key questions: which customers will we serve (segmentation and targeting)? And how will we create value for them (differentiation and positioning)? Then the company designs a marketing program the four Ps that delivers the intended value to the targeted customers.

In any business identifying the user of the products and services and as the same time value creation with the customer is a key success for the company. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources. Marketing strategy encompasses selecting and analyzing the target market(s) and creating and maintaining an appropriate marketing mix that satisfies the target market and company. Marketing strategies are the means by which

marketing objectives will be achieved and are generally concerned with the four major elements of the marketing mixes; product, price, promotion and place (McDonald and Dunbar, 2007) Taking consideration of the above definition companies rely on marketing strategies for established product lines or services by designing a proper marketing mix business will sustain and customer's need will get satisfy.

2.3.2. Elements of Marketing Strategy

A Marketing strategy is made of several interrelated elements. The first and most important is market selection which is directly related to choosing the markets to be served. Product planning includes the specific product the company sells i.e. the makeup of the product line, the design of individual offerings in the line. Another Element is the distribution system; the wholesale and retail channels through which the product moves to the people who ultimately buy and uses it. The overall communication strategy employs advertising to tell potential customers about the product through radio, television, direct mail, and public print and personal selling to deploy a sales force to call on potential customers, urge them to buy, and take orders. Finally, pricing is an important element of any marketing program and is most directed marketing elements in the creation of value to shareholders. The company must set the product prices that different classes of customers will pay and determine the margin of commissions to compensate agents, wholesalers, and retailers for moving the product to ultimate users (Mongay, 2006).

2.3.2 Marketing Mix Strategies

As stated by Kotler (2003), marketing mix describes the set of tools that management can use to influence sales. In order to maximize sales we have different kind of tools. The formulation is called the 4Ps-product, price, place and promotion. It is a planned mix of the controllable elements known as a "mix" because each ingredient affects the other and the mix must overall be suitable to the target customer. Kotler (2003) also added other three Ps-People, Process and physical evidence. A profitable formula for

marketing operation is mostly that marketing mix changes as per marketing conditions and with changing marketing factors.

The marketing tools are classified in to four broad groups, called the four Ps of marketing: products, price, place and promotion. To deliver on its value proposition, the firms first create a need satisfying market offering (product). It must decide how much it will charge for the offering (price) and how it will make the offering available to target consumers (place). Finally, it must communicate with target customers about the offering and persuade them of its merits (Kotler & Armstrong, 2012).

2.3.2.1 Product Mix Strategy

Kotler (2000) defined that product is anything that can be offered to the market to satisfy a want or a need. Products include physical good, services, experiences, events, persons, places, properties, organization, information, and ideas. The customer will judge the offering by three basic elements: product features and quality, service mix and quality, and price appropriateness. As a result, marketers must carefully think through the level at which they set each product's features, benefits and quality. A product, service is the starting point of all marketing activities.

In essence, the term "product" refers to anything offered to provide customer satisfaction, be it tangible or intangible. It can be a single product, a combination of products, a product-service combination, or several related products and services. Although a product is normally defined from the perspective of the manufacturer, it is also important to note two other points-of-view those of the consumer and other relevant publics (Burnett, 2008).

The product mix of an individual company can be described in terms of width, length, depth, and consistency. The width refers to how many different product lines the company carries. The length refers to the total number of items in the mix. The depth of a product mix refers to how many variants of each product are offered. The consistency of the product mix refers to how closely relate the various product lines

are in end use, production requirements, distribution channels, or some other way (Kotler, 2007).

Product Life-Cycle Strategies

After launching the new product, management wants the product to enjoy .along and healthy life. Although it does not expect the product to sell forever, the company wants to earn a decent profit to cover all the effort and risk that went into launching it. Management is aware that each product will have a life cycle, although the exact shape and length is not known in advance. According to Kotler (2007), the product life cycle (PLC) has five distinct stages. These include the following stages:

I. Produce Development Stage

Produce development stage begins when the company finds and develops a new-product idea. During product development, sales are zero and the company's investment costs mount. Many companies organize their new-product development process into an orderly sequence of steps, starting with idea generation and ending with commercialization. Under this sequential product development approach, one company department works individually to complete its stage of the process before passing the new product along to the next department and stage. This orderly, step-by-step process can help bring control to complex and risky projects. But it also can be dangerously slow. In today's fast-changing, highly competitive markets, such slow-but-sure product development can result in product failures, lost sales and crumbling market positions. 'Speed to market' and reducing new product development time have become pressing concerns to companies in all industries.

II. Introduction Stage

In this stage, as compared to other stages, profits are negative or low because of the low sales and high distribution and promotion expenses. Much money is needed to attract distributors and build their inventories. Promotion spending is relatively high to inform consumers of the new product and get them to try it. The firms focus their selling on those buyers who are the readiest to buy - usually the higher-income groups.

A company might adopt one of several marketing strategies for introducing a new product. It can set a high or low level for each marketing variable, such as price, promotion, distribution and product quality.

III. Growth Stage

If the new product meets market needs or stimulates previously untapped needs, it will enter a growth stage, in which sales will start climbing quickly. The early adopters will continue to buy, and later buyers will start following their lead, especially if they hear favorable word of mouth. Attracted by the opportunities for profit, new competitors will enter the market. They will introduce new product features, improve on the pioneer's product and expand the market for the product (Ferrell & Michael, 2010). The increase in competitors leads to an increase in the number of distribution outlets, and sales jump just to build reseller inventories. Prices remain where they are or fall only slightly. Companies keep their promotion spending at the same or a slightly higher level. The firm uses several strategies to sustain rapid market growth as long as possible. It improves product quality and adds new product features and models. It enters new market segments and tries to grow sales further by selling through new distribution channels.

IV. Maturity Stage

This maturity stage normally lasts longer than the previous stages, and it poses strong challenges to marketing management. Most products are in the maturity stage of the life cycle, and, therefore, most of marketing management deals with the mature product. The slowdown in sales growth results in many producers with many products to sell. In turn, this overcapacity leads to greater competition. Competitors begin to cut prices, increase their advertising and sale promotions, and increase their R & D budgets to find better versions of the product. Three strategies for the maturity stage are market modification, product modification, and marketing mix modification.

V. Decline Stage

Sales may plunge to zero, or they may drop to a low level where they continue for many years. Sales decline for many reasons, including technological advances, shifts in consumer tastes and increased competition. As sales and profits decline, some firms

withdraw from the market. Those remaining may reduce the number of their product offerings. They may drop smaller market segments and marginal trade channels, or they may cut the promotion budget and reduce their prices further (Anderson, 2000).

2.3.2.2. Pricing Strategies

Price is the only element in marketing mix that produces revenues, all other elements represent costs. Price is also the most flexible marketing mix element (Kotler & Armstrong, 2012). As stated above after we produced our product we need to make sales based on the prices that are going to be set. The important factor in pricing is the deciding the cost of the product, strategy for marketing & its expenses related to distribution, advertisement expenses or any kind of price variation in the market. The most important elements of an effective market strategy are the ability to maximize and protect the price of the product. Since price is the final measure of customer value and competitive advantage.

Methods of Pricing

A. Cost Based Pricing

Ferrell O.C. and Michael D. (2010) define that cost plus pricing is adding a standard markup to the cost of the product. To calculate product cost we need to include the cost of production, promotion and distribution. Add the profit level you want from the business to the product cost subtotal to determine your product price. The amount of profit you add to the product cost subtotal can be set according to three different methods (a profit percentage with product cost, add a percentage to an unknown product cost and blend of total profit and product costs). Each of the three cost based pricing methods described begin with a product cost subtotal. Therefore, the company designs what it considers being a good product, totals the cost of making the product, and sets a price that covers costs plus a target profit.

B. Competition Based Pricing

Consumers will base their judgments of a product's value on the prices that competitors charge for similar products (Kotler, et.al 2003). The big advantage of

competition based pricing is that you are focused on your industry and therefore your competition. An industry focus looks closely at the types of existing and emerging competition. Once you know what your competitors are doing, you can better decide how you will manage your business.

C. Value Based Pricing

Value based pricing means that the marketer cannot design a product and marketing program and then set the price. Price is considered along the other marketing mix variables before the marketing program is set. The company set its target price based on customer perceptions of the product value. The targeted value and price then drive decisions about product design and what cost can be incurred. As a result, pricing begins with analyzing customer needs and value perceptions and a price is set to match consumers' perceived value (Kotler, et.al 2003).

2.3.2.3. Promotional Strategies

Promotion means activities that communicate the merits of the product and persuade target consumers to buy it (Kotler and Armstrong 2012). Promotion helps the trader and sales force to represent the product the consumers in an effective manner and bring them to buy. Promotion consists of different blends of its components which are used to achieve the company's marketing goal.

Promotional Mix

According to Andrew (2010) the elements of promotional mix are: personal selling, sales promotion, public relation, and advertising:

A. Advertising

Advertising is a key component of promotion and is usually one of the most visible elements of an integrated marketing communications program. Advertising is paid, non-personal communication transmitted through media such as television, radio, magazines, newspapers, direct mail, outdoor displays, the Internet, and mobile devices. Advertising promotes all types of products, including goods, services, ideas, issues, people, and anything else that marketers want to communicate to potential

customers. Whether used in consumer or business markets, there are two basic types of advertising: institutional and product advertising.

Institutional Advertising

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

Product Advertising

Product advertising promotes the image, features, uses, benefits, and attributes of products. Product advertising comes in many different forms. (Ferrell and Hartline, 2011) In developing an advertising program, marketing managers must always start by identifying the target market and buyer motives. Then they can make the five major decisions, known as "the five Ms.": Mission: What are our advertising objectives? Money: How much can we spend and how do we allocate our spending across media types? Message: What message should we send? Media: What media should we use? Measurement: How should we evaluate the results? (Kotler and Keller, 2012).

B. Personal Selling

Personal selling: any oral presentation in a conversation with one or more prospective purchaser for the purpose of making sales (Kayode, 2014). Personal selling is an effective way to manage personal customer relationships. The sales person acts on behalf of the organization. They tend to be well trained in the approaches and techniques of personal selling. Personal selling is highly persuasive and is often used in markets where personal choice figures strongly in the purchase (Andrew, 2010). Compared to other types of promotion, personal selling is the most precise form of communication because it assures companies that they are in direct contact with an excellent prospect. Though one-on-one contact is highly advantageous, it does not come without disadvantages. The most serious drawback of personal selling is the cost per contact. Personal selling is also expensive due to the costs associated with recruiting, selecting, training, and motivating salespeople (Ferrell and Hartline, 2011).

C. Public Relations

According to Kotler (2007) public relation concerns about building good relations with the company's various publics by obtaining favorable publicity, building up a good 'corporate image' and handling or heading off unfavorable rumors, stories and events. The old name for marketing public relations was publicity, which was seen simply as activities to promote a company or its products by planting news about it in media not paid for by the sponsor, Public relations (PR) is a much broader concept that includes publicity as well as many other activities. Public relations departments use many different tools;

- Press relations or press agency. Creating and placing newsworthy information in the news media to attract attention to a person, product or service.
- Product publicity. Publicizing specific products.
- Public affairs. Building and maintaining local, national and international relations.
- Lobbying. Building and maintaining relations with legislators and government officials to influence legislation and regulation.

2.3.2.4 Distribution Strategies

Managers must think about place-making goods and services available in the right quantity and locations, when the customers want them. And when different target markets have different needs, a numbers of place variations may require. Distribution strategies are concerned with channel of distribution, the channels a firm may employ to make its goods and services available to customers (Perreault, 2011).

Channel of distribution consists of a network of intermediaries those managers that manage the flow of goods and services from the producer to the final customer. The distribution system consists of channel intermediaries that provide a link between producers and final consumers. The idea that marketing system uses channels that maximizes efficiency and effectiveness, minimizes costs, and delivers the greatest customer satisfaction (Kotler and Armstrong, 2010).

According to Peter et al (2006) direct producer-to-consumer channels are typical of personal services such as hairdressing, and of major capital purchases.

2.4. EMPIRICAL LITERATURE

There are researches conducted in Finland in the University of Applied Sciences Hotel Management Program by Karppinen (2011) addressing Strategic Marketing for a Hotel Helsinki. The aim of the thesis is to create a strategic marketing for Hotel Helsinki; first to assess the current marketing situation of the hotel and what possible needs and gaps it might have. With the basic information of the situation a marketing plan can be formed. The aim is also for the new marketing plan is realistic and applicable so that the hotel can use it in their marketing.

In the research a qualitative method was used and the data was collected using semi-structured questionnaire. In-depth interviews were conducted with the hotel owner and staff members. The results of the research formed the strategic marketing plan outlining the action plans on how Hotel Helsinki should proceed with its marketing. In this research a total of 4 people were interviewed which makes the results reliable enough. In quantitative research method minimum number of people interviewed is usually three to five in order to get reliable results. If more people had been interviewed the reliability would have been higher but as the Hotel Helsinki is a small privately owned hotel and the target group for the interviews was the hotel staff the number of people to interview was limited.

The study shows that the hotel offer annual membership to its customers. All the members get a Hotel VIP Club or Hotel Express-card that allows them to get accommodation for half the price at hotels which have joined the organization. Hotel Helsinki offers these half the price-deals for the members and all the respondents agree that it is a useful and good working partnership. The hotel has a couple of distribution channels that are bringing customers in regularly, most of them through the internet. For example booking.com has been proven to be a good channel for the

hotel at the moment. Hotel Helsinki co-operates with many of the educational institutes, especially with the vocational institutes of this particular field of hotel and restaurant business and the hotel has many trainees to come and do their practical training periods at the hotel.

Another study is on Marketing Strategy Competition among Beer Companies before Liquor Liberalization by the Sankrusme (2011). The purpose of the study is to analyze marketing strategy of beer companies before liquor liberalization in 2000 in Thailand. Research method was a qualitative approach. In-depth interviews of the key people and beer company experts were conducted. The primary data was gathered from direct answers to specific questions. Secondary data was gathered from textbooks, journals, dissertations, newspapers, newsletters, seminars, etc.

The study shows Carlsberg beer entered the market with a strategy of combining Carlsberg beer with local liquors through agents that were available throughout the country together with advertising. Advertising via television attracted consumers in a broad scope complementing its cheap price due to selling local liquors with Chang beer. They spent up to 500 million baht just for the promotion. There was a big competition between Sangha and Chang beer in mobilizing various strategies to compete in every aspect such as rebate, exchange distribution and promotional gift. The main strategy applied continuously was the attractive price that was lower than competitors' price by selling local liquors with Chang beer in economic crisis that caused consumers' purchasing power to decrease. Therefore, price is an important factor in determination to buy beers.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter discuss about research methodology that were employed to achieve the objectives of the study. Hence, it describes and justifies the methodology to be selected to collect and analyze the data and address the research questions. Hence, it starts with research design; identifying the target group to be involved in the research, source of data; data collection method, and method of data analysis were addressed in this section.

3.1 Research Approach and Design

The study followed both quantitative and qualitative research approach. Because quantitative is applicable to phenomena that can be expresses in terms of quantity. Moreover, the researcher also used qualitative results to assist in explaining and interpreting the findings of a primary quantitative study. According to Ghauri and Grønhaug (2005), the choice of the research design depends on the objectives of the study, the available data sources, the cost of obtaining the data and the availability of time. Accordingly, this study has adopted a descriptive research design because a descriptive study is helpful when a researcher wants to look into a phenomenon in its natural contexts in order to get its overall picture instead of taking one or some of its aspects and manipulating it in a simulated or an artificial setting (Kothari, 2004). As the study assessed the current status of the St. George Brewery's marketing strategy practices, the descriptive research design is appropriate for this study.

3.2 Data Sources

In this study, both primary and secondary data sources were employed. Primarily data were collected from the employees of the marketing department of the company, believing that all employees 'of the marketing department are well conscious about the marketing strategy of St. George Brewery Factory. Also St. George beer consumers at the different hotels, bars, restaurants and groceries were included in the

study as primary data sources. . Secondary data were obtained from various sources like books, research papers, articles, journals and websites.

3.3 Sampling design

There were 60 employees working in corporate sales and marketing department of whom 6 of them were managing staffs (chief and senior level marketing managers of the company). All of the employees in the marketing division were involved in the study. The respondents from the marketing department were selected using purposive sampling method. They were purposively selected as they were the respondents who were directly involved in practicing marketing strategy of the company; they know the marketing strategy of the company and the challenges that the company faced in practicing the strategy.

3.4 Methods of Data Collection

In this study, both primary and secondary sources of data were used in order to gather relevant information. Primary data was collected using questionnaires and interview. Questionnaires consisting of both open ended and close ended questions were distributed to the marketing staff of the company and consumers. An interview was conducted with the marketing managers of the St. George Brewery on the marketing mix strategy of the company. Questionnaires were distributed to 60 employees of marketing department staffs of St. George Brewery factory and only 56 respondents were properly filled out and returned the question paper timely. This is translated to 96.3 % response rate which is more than satisfactory.

A total of 150 consumer respondents were selected using a convenience sampling technique. Convenience sampling is a statistical method of drawing representative data by selecting people because of the ease of their volunteering or selecting units because of their availability or easy access. The researcher distributed questionnaires to 150 consumers of St. George Brewery in different hotels, bars, restaurants and groceries in the city. The consumers that were found in selected hotels and restaurants

were approached and those who were volunteers filled the questionnaire on the spot.

3.5 Methods of Data Analysis

The quantitative data collected through questionnaires were reviewed for completeness and then coded for analysis. The quantitative data were analyzed using descriptive statistics, percentages and mean with standard deviation, using Statistical Package for Social Scientists (SPSS) version 20. The data that were collected through interview and open-ended questionnaire were analyzed qualitatively using narrative form.

3.6 Validity and Reliability of the research instrument

3.6.1 Validity

Validity is the degree to which a test measures what it purports to measure (Creswell, 2003: 190- 92). A pilot study was conducted to refine the questionnaire before administering the final phase. Questionnaires were distributed on potential respondents to make the data collecting instruments objective, relevant, suitable to the problem and reliable as recommended by Best, and Kahan (2003). Issues raised by respondents was corrected and questionnaires were then refined accordingly. Besides, proper detection by an advisor was also taken to ensure validity of the instruments.

3.6.2 Reliability

The improved versions of the questionnaires were then distributed to selected employee and consumer respondents for a reliability test. The reliability of instruments measures the consistency of instruments. Creswell (2003: 190-92) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates. Typically, a Cronbach alpha value of above 0.7 is usually considered to offer reasonable reliability for research purposes (Kothari, 2014). In this regard, the Cronbach's alpha value of 0.67 and above is recommended to be acceptable to ensure reliability of an instrument. For this study, the reliability

test values were 0.818 for the employees and 0.824 for the consumer questionnaires, which was in the acceptable range.

3.7 Ethical Consideration

With regard to ethical issues, the researcher was governed and strictly bounded by the research code of ethics. For this purpose, before conducting the data collection all the necessary information about the study was provided to the sample respondents, i.e. who is conducting the study, for what purpose, and the like. This helps to decide whether or not to participate in this study. They were notified that their participation in the study is voluntary; they will not be intimidated as a result of their participation or non-participation in the study. They were also told that their involvement and responses will be kept confidential.

CHAPTER FOUR

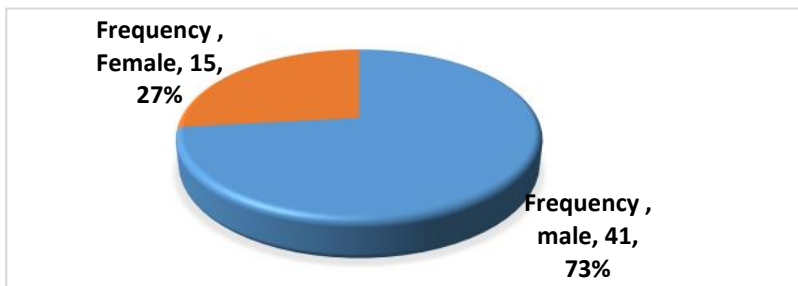
FINDINGS AND DISCUSSION

This chapter presents the data analysis and findings from the questionnaires and interview. To achieve each specific objective of the study, the data obtained from survey were analyzed using descriptive statistics methods of analysis. The analysis is here presented on two parts where the first part deals with the analysis of data obtained from marketing department of the company and the second part is all about the analysis of customers of St. George brewery.

Part one Data Analysis of The Marketing Department of St. George brewery

4.1 Demographic Background of the Employee Respondents

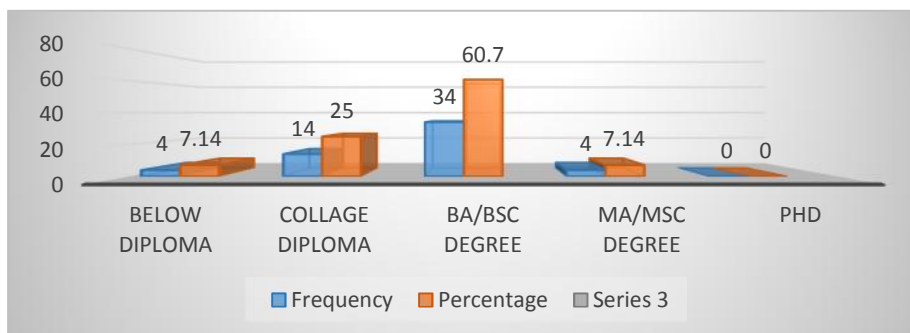
Figure 1. Gender of the Respondents



Source: Own Survey, 2018

As indicated in figure 2 above, 41(27%) of respondents are male and the remaining 15 (27%) are female respondents. This shows that the company’ marketing department was staffed by more male employees than female.

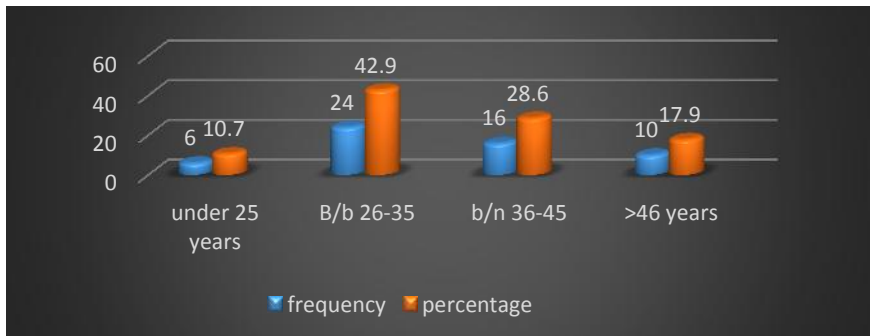
Figure 2. Educational Backgrounds of the employee Respondents



Source: Own Survey, 2018

The above figure 3 portrayed the educational backgrounds of the respondents. Accordingly the majority 34(60.7%) of the respondents had BA/BSC degrees followed by those who had college diploma 14(25%), MA/MSE 4(7.14%) and below diploma holders were 4(7.14%).

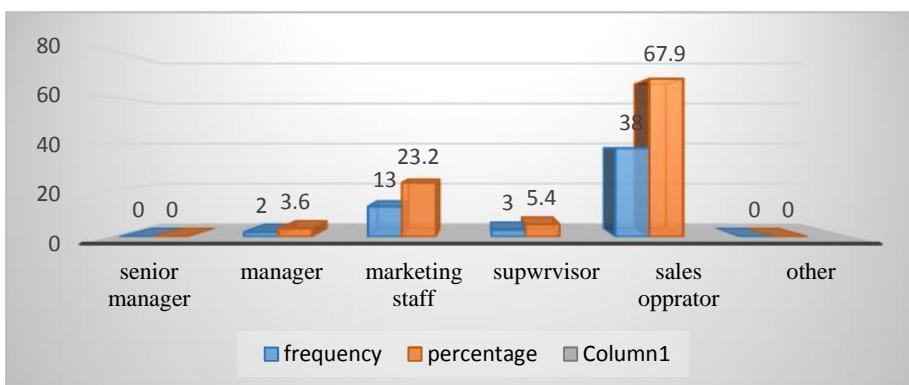
Figure 3. Age Distribution of the Respondents



Source: Own Survey, 2018

Regarding to the age distribution of the respondents, the majority of them 24(43%) were between 26 to 35 years and the remaining 16(29%) of them were between 36-45 years. The rest 10(18%) and 6(11%) were above 46 years and less than 25 years old respectively. This indicates that there is a potential advantage for working by young employees especially to achieve future objectives of the company's marketing strategy.

Figure 4. Positions of employee Respondents

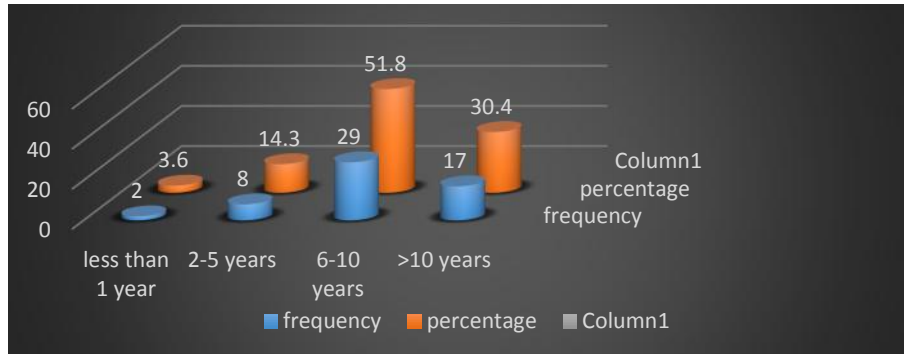


Source: Own Survey, 2018

Concerning to respondents employment position, as it is depicted on figure 5, the vast majority of the marketing department of St. George was sales operators who

constituted 70% from the total followed by marketing staff 13(23.2%). In the same department there were 3 supervisors and 2 managers at the time of data collection.

Figure 5. Service Year of the respondents



Source: Own Survey 2018

As we can see from the above figure 6, the majority 29(52%) of the respondents have served between 6 to 10 years in the company, followed by those who have served above 10 years in the company accounting 30% out of the total. From this we can understand that, having Long years of experience means there is a relatively lower employee turnover in the company. The remaining 8(14.3%), and 2(4%) have served between 2 to 5 years and less than 1 year respectively.

4.2 The Practice of Marketing Strategies in Align with the Companies Mission and the Marketing Mix Strategy

Under this section the overall marketing strategies that are practiced by St. George Brewery factory in aligned with its mission, the target marketing and marketing mix to satisfy customer requirements the associated competitiveness of the company is presented.

Table 4. 1 Employees opinion about the major customer groups of St. George

Who are the companies major customer groups	Frequency	%
Individual customers/consumers	23	41.1
Hotels and restaurants and groceries	22	39.3
Other to be specified	11	19.6
Total	56	100.0

Source: Survey 2018

Table 1 above portrayed the major customers groups of the company. Accordingly, the majority of the respondents have confirmed that Individual customers/consumers were the major customer groups of the company who constituted 41.1% then 22(39.3%) of the respondents understood that the companies major customer groups were hotels and restaurants and groceries. The remaining 11 (20%) of the respondents have specified other choices which includes retailers, supermarkets, and exporters.

Table 4. 2 Availability and Accessibility of the products

The company's products availability and accessibility is:	Frequency	%	Mean	SD
Excellent	11	19.6	3.61	0.258
Very good	11	19.6		
Good	34	60.7		
Total	56	100.0		

Source: Own Survey, 2018

Pertaining to the company's product accessibility and availability, as it is shown on table 4.2 above, the majority of the respondents confirmed there a St. George products are available and accessible to any of the customers. As the response rate shows, 34(61%) of the respondents confirmed that the company's products availability and accessibility is good and the remaining 22(39%) of them chose it is excellent and very good. Moreover this item has the mean value of 3.61, meaning the products availability is very good.

From this taking the Place/Distribution attribute of the marketing strategy of the company, the response implies that the distribution system of the company in the City of Addis Ababa is excellent. Thus, products availability is so nice and buyers can get the product easily in almost everywhere. This finding too, makes that the company has tried its best to meet its target mission so as to stay competent in the market.

Table 4.3 Employee’s opinion about the quality of St. George products

What is your opinion about the products quality compared to other competing ones?	Frequenc y	%	Mean	SD
excellent	22	39.3	3.51	1.292
very good	11	19.6		
good	23	41.1		
medium	0	0		
poor	0	0		
Total	56	100		

Source: Survey result 2018

Now a day, product quality is rapidly becoming an important competitive issue and constantly changing to meet changing consumer demands. For the purpose of analysis some major indicators regarding the quality of the products of the company (to rate the product mix element) were presented to be rated on a five point Ordinal scale: from excellent = 5 to poor = 1. For analysis purpose below; based on principles of rounding off, mean values were interpreted as: means 1-1.5 = poor, 1.51-2.50= medium, 2.51-3.50 = good, 3.51-4.50 = very good and 4.51-5 = excellent (Fowler, 1996).

According to Table 4.3.3, 41.1% of the respondents replied that the company’s product quality was rated as good, 39% of respondent responded that it was excellent and the rest 20% rated as very good. According to marketing division employees, the company has been providing quality products to its customers. Providing a quality product the company is able to sustain the company’s competitive advantage in the brewery industry.

Computed mean value 3.51 with the 1.292 standard deviation reveals that the majority of the respondents responded that company products are very good quality. Hence the company is meeting is practicing the product mix strategy in aligned with its mission.

Table 4. 4 Customers Primary Reason for Buying Company’s Product

What are the customers’ primary reasons for buying or wanting to use the company’s products?	Frequency	%
quality of the product	34	60.7
customer preference	18	32
proximity of supply	4	7
other reason	0	0
Total	56	100.0

Source: Survey result 2018

While analyzing the primary reasons for buying or wanting to use the company’s products, the majority 34 (61%) of the respondents have said that it was due to the quality of the products. The remaining 18(32%) and 4(7%) said it was because of customer preference and proximity of the supply, respectively. Hence, we can understand that, the primary reason of buying St. George product was quality and customer preference of product.

The above result shows that the quality of the beer (the product) and customers own preferences were the main reason for the consumers to prefer primary reasons for buying or wanting to use the company’s products

Table 4.5 Opinion of Employees towards the Company’s Marketing Mix Elements

What marketing mix strategies does the company use?	Frequency	%
Product	0	0
Promotion	0	0
Price	0	0
Distribution/place	0	0
All	56	100
Total	56	56

Source: Survey result (2018)

The entire respondents 56(100%) responded that the company uses all the 4 Ps of marketing mix elements. As it is discussed in the preceding topics, the marketing mix deals with the way in which a business uses product, price, distribution (place) and promotion to market and sell its product or service. Hence from the finding it is possible to say that St. George has been trying to employ all the 4Ps in order to achieve the marketing targets and to stay competent in the market as well.

Table 4.6 Employees Opinion about the pricing strategy of St. George beer

What pricing strategy does the company follow to be competitive in the market?	Frequency	%
high price	0	0
moderate price	22	39.3
low price	34	60.7
same price as competitors	0	0
Total	56	100.0

Source: Survey result, 2018

Price is an important characteristic of the brands. As far as the theory is concerned, a large number of internal and external factors are examined before prices can be set. Accordingly, the survey result showed that the majorities of the respondents 24(39.3%) revealed that the pricing of the St. George brewery have low price and the remaining 22(39.3%) have confirmed it has moderate price.

The finding shows as that, the price of the company is affordable for most of the customers; as a result most individual consumers can handle this price. With this regard an interview as conducted with marketing manager of the company and replied that

“They are working hard to lower their production, overhead and administrative costs by removing redundant activities and increasing efficiency and productivity. Alcohol affordability is the people ability to buy and consume alcohol, and it is a function of alcohol price and consumers' income.”

Table 4.9 Employees’ Opinion about Appropriateness of the Promotional Tools

Effectiveness of promotional tools	Least Effective		Effective		Most Effective		Mean	SD
	Fr.	%	Fr.	%	Fr.	%		
Advertising	4	7	42	75	110	19.6	3.0	1.12
Sales Promotion	0	0	34	60.7	11	19.6	3.45	1.65
Personal Selling	23	41.1	11	19.6	22	39.3	3.32	1.61
Public Relation	34	60.7	22	39.3	0	0	1.5	0.62

Source: Survey result, 2018

Concerning to the appropriateness of the companies promotional tools, respondents were asked to rate out the listed tools appropriateness. Hence, as it is illustrated on table 7. Advertising, personal selling and sales promotion were the most effective mechanisms of the company’s promotional activities which account 92.8%, 80% and 58 % respectively. In addition, for this analysis based on principles of rounding off, mean values were interpreted as: means 1-2.5 = Least Effective, 2.51-3.50= Effective, 2.51-3.50 and 3.51-5 = Most Effective (Fowler, J .1996).

Accordingly, advertising, personal selling and sales promotion have a calculated mean value of 3.0, 3.32, and 3.45 respectively. While public relation was found to be the effective as well but not as such stronger tool. In general, the finding indicated that all the listed promotional tools are vital for the marketing of its products. Which intern enhances a good reputation and provide popularity as the company’s perspectives of quality products.

With regard to the opportunities and problems encountered in practicing the marketing strategies in the company interviewed management staff said that:

There is a High cost of advertising from both press and electronic media program; time and cost of awareness creation for the customers and shortage of supplies for the high demand are some of the problems in association with implementing the promotion mix strategy”

4.3 St. George brewery opportunities and problems encountered in practicing the marketing strategies?

Table 4.10 Employees Understanding about the Selling methods of the company

Which selling methods does the company use to sell the products of the company?	Frequency	%
Direct personal selling	14	25
Direct online sales	0	0
Indirect through the channels	42	75
Word of mouth	0	0
Telemarketing	0	0
Total	56	100.0

Source: Survey result, 2018

To strengthen the above finding another analysis was conducted about the Selling methods of the company. Hence, the above table shows the vast majority 42(75%) of the respondents chosen the selling mechanism of the product was done by indirect through the channels followed by through direct personal selling as 14 (25%) of has chosen this alternative. To this end, an interview was conducted with the company’s marketing manager and supervisors. They responded that *“The selling mechanisms mainly practiced by the company was through indirect the channels. These indirect channels are intermediaries/agents who address the products from the producer to the consumers.”*

Table 4. 11 Respondents Opinion about the overall marketing practice of St. George

How would you rate the overall marketing practice of ST. George in meeting its mission and the targeted market?	Freq.	%	Mean	%
Least Effective	9	16	3.57	1.81
Effective	27	48.2		
Most Effective	20	35.7		
Total	56	100		

Source: Survey result, 2018

Under this section the final issue raised was about the overall marketing practice of ST. George in meeting its mission and the targeted market. Hence, as it is illustrated

on the table 9 above, the vast majority 47(84%) of the respondents responded that the overall marketing practice of ST. George in meeting its mission and the targeted market is effective and most effective. Only few 9(16%) of the respondents rated it was least effective. Moreover, the computed mean value 3.57 with the 1.81 standard deviation reveals that the majority of respondents replied that company's overall marketing strategies practice is most effective.

Interview result and response from open ended items revealed however that the company has a lot of problems in implementing the best marketing strategy; accordingly the manager has forwarded the following problems regarding the marketing strategy practices/implementation *“firstly a problem associated with accessibility of the customers mainly due to lack of infrastructure we are fail to address the maximum possible customers in the country. The other one is, now days there are a lot of national and international brewery factory in the country. This is a vital challenge to the company.*

Moreover they said, *“Seasonality of rainfall also hampers the proper availability of malt sources. Respondents also confirmed this as a problem and pointed out that sometimes there is a shortage of raw materials when the shortage of rain which is not enough for malt production then company is forced to import or buy the raw material with expensive price. There are also problems associated with pricing, availability and shortage of packing, and bottling raw materials.”*

The other problem raised was the issue of Seasonality: as the respondents said *there is some seasonality of consumption of beers. For example, in the fasting season most people may not drink alcohol beverages. So, during this season there will be less consumption of beer/draught.”* They also raised that, the Socio cultural practice of the society which has been imposing a problem on the company's products. The interview result shows *“some religions prohibited alcohol drinks and some cultures practices especially in rural parts of the country where the majority of the population of the country lives, have their own habits of drinks like Tella, Teji, Areki, bordi etc.*

than St. George products. These may affect to implement the marketing strategy practices effectively in these unreached parts of the country.”

4.4 Issues Related to St. George Brewery segmenting, positioning and targeting its products to win competitors and achieve its stated goals

In the following table 4.12 response rate of the items were answered on a five –point Likert type response scale where (1= strongly disagree, 2 = disagree, 3 = Neutral, 4= agree, 5= strongly agree)

Table 4.12 Marketing Competitiveness of St. George Brewery

Item	Response rate									
	1		2		3		4		5	
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
We have reputation in product and service quality	0	0	0	0	0	0	34	61	22	39
We enjoy low cost advantage	22	39	23	41	0	0	11	19	0	0
We have developed strong marketing ability	0	0	11	20	0	0	45	80	0	0
We have a clear product differentiation	0	0	9	16	0	0	24	43	23	41
We have developed strong capability in research	34	61	15	27	7	12	0	0	0	
We have acquired a strategic position in the market	0	0	0	0	10	18	24	43	22	39 .3
We command a bigger market Share	0	0	0	0	0	0	34	61	22	39
We command a successful market niche	0	0	11	20	0	0	45	80	0	0
We have reduced customers’ migration to substitutes	0	0	50	89.	6	11	0	0	0	0
We provide effective customer service	0	0	17	30.	0	0	39	70	0	
We provide new improved products based customer needs	0	0	11	20	11	20	23	41	11	20
We sponsor special events for our customer satisfaction	0	0	0	0	0	0	0	0	56	10 0

Source: Survey result, 2018

In the above table 10, the marketing staffs of the company who were the direct respondents of this study were asked about the marketing competitiveness of St. George brewery. Accordingly their response is summarized in the following ways.

Almost all of the respondents perceived positively (agreed and strongly agreed) that St. George has reputation in product and service quality. In contrary the vast majority, 45(80.4%) of the respondents were disagreed that the company was enjoy low cost advantage. Though this was a constraint the company has tried its best to win the competitive market. Regarding this issue, the vast majority 45(80%) of the respondents were agreed that, St. George have developed strong marketing ability. Moreover the company have also a clear product differentiation to win the firs competition of the market as most 47(84%) of the respondents were agreed to this point.

Unless big companies have timely carried out an appropriate marketing research, it will fail to predict the marketing world and able to forward mitigation mechanism to the upcoming problems. Concerning to this point, respondents were asked an item reads “We have developed strong capability in research”. Accordingly the vast majority 49(87.5%) of the respondents disagreed with this item and the remaining 9(12%) were not able to decide. Hence the top level decision makers of the company has to deal with this gap and given due attention to fill the unpredictable nature of the market by properly conducting a research. With regard to the current position of the company in the market, the majority 46(82.1%) of the respondents believe that the company have acquired a strategic position in the market. Moreover 45(80%) of the respondents were also agreed that St. George have commanded a bigger market Share in the country and hence commanded a successful market niche. This means that the company is still one of the biggest competitors of Brewery Company in the country although there are still problems in its marketing strategies.

Concerning to the pricing strategy of the company, Price is an important characteristic of the brands. To the consumer, higher prices generally signify better quality or status, while lower prices signify more affordable, mass-produced drinks. Because taste differences between beers may be indistinguishable to ordinary consumers, some traditional beers may be sold as "premium" at a higher price (Ascher, 2012:25).

With regard respondents were asked a question reads “We have reduced customers’ migration to substitutes” and the majority 50(89.2%) of the respondents disagreed with the issue raised. However, the vast group of the respondents 39(70%) have agreed that the company have been providing effective customer service, and the remaining 17(30.3%) disagreed. In addition 34(60.7%) of the respondents have confirmed that St. George was not providing new improved products based customer needs and 11(19%) and the other same number of respondents were agreed and chosen neutral response respectively. Finally, respondents were asked to rate the sponsorship practice and the companies corporate social responsibility character of St. George and almost all of the respondents have agreed that the company have been sponsoring special events for to get customer satisfaction.

Part Two: Analysis Data Obtained from Customers of St. George Brewery Products

In this part, analyzed data that was collected from customers of St. George is presented. Data was collected by the use of structured closed ended questionnaires with some open ended questionnaire, and analysis done using SPSS version 20.

4.2.1 Response Rate

Questionnaires were distributed to 150 St. George customers while they were consuming St. George Brewery products (on the bases of their willingness to fill out the questionnaires). Fortunately, 137 respondents were willing to be part of the study. Hence they have properly filled out and returned the question paper timely. This is translated to 91.3 % response rate. Hence, all the returned questionnaires were completed and considered for the analysis.

4.2.2 Demographic Information of the respondents

Table 4.13 Age and Sex distribution of the respondents

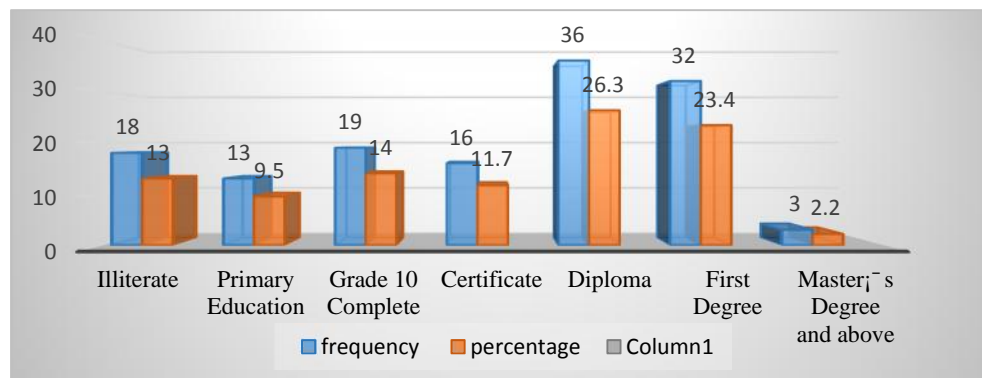
Variable		Frequency	%
sex	Male	114	83.2
	Female	23	16.8
	Total	137	100.0
Age	Below 20 years	13	9.8
	Between 21- 30 years	64	46.7
	Between 31-50 years	56	40.8
	Above 51 years old	4	2.9
	Total	137	100.0

Source: Survey Result 2018

According to the result of the study, out of the total respondents, 114 (83.2%) of them are male Consumers of St. George beer products whereas the rest 23(17 %) are female consumers. This shows that majority of St. George beer drinkers are males' part of the population.

Concerning the age of the respondents from the total 137 respondents, 13(9.8%) are below 20 age group, 64(46.7%) are from 21-30, 56(40.8%) are from 31-50 the rest 4(3%) respondents are categorized above 50 years. Majority of the respondents are above the age group that is allowed legally to drink alcohols.

Figure 6. Educational background of the respondent



Source: Survey Result 201

Regarding the educational level of the respondents, from the total sample taken 18 are illiterate consumers of the St. George beer products. 13(9.5%) were achieved primary

education, 19(14%) are certificate holders, 36(26.4%) are diploma holders, 32 (23.4%) respondents have first degree and the remaining 35(11.7%) respondents have master's degree and above. This shows that majority of the people who drink the products of St. George beer are educated people.

4.2.3 Marketing Practice of St. George in Line with its Mission and Consumers Needs

Table 4.14 Customers opinion about the duration of consuming and quality of St. George Products

How long have you been in using St. George brewery products?		Frequency	%
	less than 1 year	19	13.9
	two to five years	57	41.6
	six to ten years	36	26.3
	more than 10 years	22	16.1
Total		137	100
Which product of St. George brewery you prefer most?		Frequency	%
	The St. George bottle beer	53	38.7
	The St. George draught beer	39	28.5
	The St. George Castle beer	27	19.7
	Any other among the new brands	18	13.1
Total		137	100

Source: Own survey 2018

Respondents were asked about the duration in consuming the products of the company. As indicated in the above table, out of the total respondents 57(41.6%) and 36(26.3%) replied that they have been using the product for two to five years and six to ten years respectively. Only 19(14%) of the respondents use the product for less than one year and the remaining 22(16.1%) have consumed St. George products for more than 10 years. This indicates that respondents are more familiarized and experienced in the products of the company so they are capable enough to respond to the questions to be investigated.

On the other hand respondents were also requested about the products of the company which they consume most. Consequently, Out of the total 137 respondents considered,

53(38.7%) of the consumers prefer St. George bottle beer, 39(28%) prefer St. George draught beer, 27(19.7%) of the remaining prefer St. George Castle beer and the remaining 18(13.1%) of the respondents like any other among the new brands of the company like Zebidar, and the like. This shows that the majority of consumers of the St. George brewery are bottle beer consumers.

Table 4.15 Customers Opinion about the quality of St. George brewery products

What is your opinion about the quality of St. George brewery products?	Frequency	%	Mean	SD
very good	87	63.5	2.773	.96
good	27	20		
medium	11	8		
poor	12	8.7		
Total	137	100		

Source: Own Survey, 2018

Regarding the quality of the St. George brewery products, the vast majority 87(63.5%) of the consumers of the respondents replied that the quality of the St. George brewery is very good or good. The rest 27(20%) and 11(8%) of them said the quality is good and medium respectively and only 12(8.7%) of the respondents said the quality of the products are poor. Moreover the computed mean value 2.773 with the 0.9614 standard deviation reveals that the majority of respondents replied that company is providing quality products to its consumers.

The response from the consumers shows that the company provides quality products. Furthermore, the interview from the marketing managers also witnessed about the company's product quality. They said, *the factory has latest equipment that make its production modem. In each stage of the fermentations, there are laboratory technicians who controlled the quality of the Brewery.* However, Quality should be from market or customer perspective with respect to color, clarity and foam of beer: Here, the important point is that quality perspectives should be based on customers' preference, not on internal evaluation. So, the ultimate objectives of product quality should be to delight the customers in every way possible.

Table 4.16 customer possible decision with differentiation of price

If the St. George brewery increase the price of its beer, would you like to switch to other company's beer products?	Frequency	%
Yes	84	61.3
No	53	38.6
Total	137	100

Source: own survey, 2018

In the above table summarizes respondent's opinion about increasing the price of the product and amount of consumption. Accordingly, the survey result shows majority of the respondents 84(61.3%) said they will switch to other company's beer products if the St. George increases its price. Whereas, 53(38.6%) of the respondents replied that they will remain their amount of consumption though the product price increase. From the above finding, it is clear that increasing the price of St. George brewery products are not advisable since many of the consumers will probably reduce their amount of consumption or will look for other options.

Table 4.17 Consumers' preference and pricing mix strategy of the company

Why you prefer to consume St. George beer as compared to the other beer products?	Frequency	%
By the good quality	91	66.4
By the price	12	8.8
By availability	34	24.8
Total	137	100
What is your opinion concerning the price of the St. George beer?		
very cheap	53	38.7
cheap	4	2.9
affordable	62	45.3
expensive	18	13.1
Total	137	100

Source: Survey result, 2018

Customers prefer one product from the other by some reasons. Consumers of St. George brewery have reasons to prefer the product. From the total sample taken, 91(66.4%) of the respondent prefer by the products good quality, 34(24.8%) by the company's product availability in the different groceries, bars and restaurants and the remaining few 12 (8.8%) prefer by the price. The above result shows that the quality

of the beer is the main reason for the consumers to prefer the product and participating in the different developmental activities also benefit the company though it incurs some cost.

Concerning to the pricing strategy of the company, Price is an important characteristic of the brands. To the consumer, higher prices generally signify better quality or status, while lower prices signify more affordable, mass-produced drinks. Because taste differences between beers may be indistinguishable to ordinary consumers, some traditional beers may be sold as "premium" at a higher price (Ascher, 2012:25).

As far as the theory is concerned, a large number of internal and external factors are examined before prices can be set. Accordingly, the survey result shows majorities of the respondents 62.2(45%) revealed that the pricing of the St. George products are affordable. However, 18(13%) respondents said pricing of the St. George products are expensive. The remaining 4 (3%) respondents said it is cheap. The response implies that the price of the company is affordable for most of the consumers; as a result most consumers can handle this price.

Table 4.18 Competitiveness of St. George brewery

How is the rate of St. George beer competitiveness in the beer industry?	Freq.	%	Mean	SD
very high	87	52.6	2.773	.96
high	27	33.6		
medium	11	7.2		
low	12	8.7		
Total	137	100.0		

Source: Survey result, 2018

To stay competent enough in the market the company need to employ effective marketing strategy. With this regard respondents were asked to rate the competitiveness St. George beer in the beer industry. Consequently the vast majority 27(34%) and 87(53%) of the respondents replied, St. George beer competitiveness in the beer industry is high and very high respectively. The remaining 11(7.2%) and 12(8.7%) of them out of the total 137 rated it is medium and low respectively.

Overall, St. George beer competitiveness in the beer industry scored a mean of 2.77. From this finding it is possible to conclude that the company's competitiveness is high.

4.4 St. George marketing mix elements devised to stay competent in the market

Table 4.19 Customers best choices of advertising channels

Which advertising tool is most comfortable for you to know about St. George beer?	Frequency	%
Watching TV	81	59.1
Listening to the radio	23	16.8
Reading magazines and newspapers	15	10.9
Browsing the internet and social networking sites	6	4.4
other	12	8.8
Total	137	100.0

Source: Survey result, 2018

Promotion and communication efforts in marketing mix strategy are directed at accomplishing brand awareness, brand loyalty and increase in market share. Among this advertising is the most frequently used method employed by many companies. Advertising is aimed to create a favorable image of the company. It enhances the consumers' confidence on the products and services. A company that succeeds in developing the goodwill of the public can aspire to sell more products.

According to the response of consumers, 81(59.1%) respondents prefer watching TV as a means to know the advertising of the company, 16(17%) of them responds listening to the radio is most comfortable to hear the advertising and 15(11%) of the consumers replied reading magazines and newspapers. The remaining very few 6(4.4%) and 12(9%) of the respondents prefer browsing the internet and social networking sites and others meanness respectively. From the response of the consumers, one can understand that watching TV and listening to radio are most available and comfortable to known about the products of the St. George brewery.

Table 4.20 Product related issues (Likert scale questions)

Item	Response rate									
	1		2		3		4		5	
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%
The leveling and the packaging of the product are attractive and good.	83	60.6	31	22.6	8	5.8	3	2.2	12	8.8
There is consistency in the quality of St. George products	12	8.8	33	24.1	15	10.9	35	25.5	42	30.7
Most consumers of beer like refrigerated beer.	11	8.0	5	3.6	22	16.	43	31.4	56	40.9

Source: Survey result, 2018

Where: 1= strongly disagree, 2 = disagree, 3 = Medium, 4= agree, 5= strongly agree

Respondents were requested whether the leveling and the packaging of the product is attractive or not. Packaging includes the activities of designing and producing the container or wrapper for a product. Packaging performs a vital function for most products. It protects goods from being damaged. A company needs to design the package to make it more appealing so as to increase profit as well as to create value to the customers

Concerning the leveling and packaging of the St. George brewery product, 83(61%) of respondents strongly disagree and 31(22.6%) of the sample taken disagree with the question i.e., the leveling and the packaging of the product are attractive and good. Whereas 15(11%) of the respondent have agreed with the good leveling and packaging of the product respectively. The remaining few didn't decide about this issue.

Quality is one of the marketer's major positioning tools. Quality has two dimensions level and consistency. The flavor attributes of beer are critical to its overall acceptance by consumers. For product quality consistency, a fine degree of control is required (Bamforth, 2009: 61).

The most important raw materials used for the production of beer barley (usually malted), adjuncts such as hops. Therefore, the consistency of the quality of the product depends on the raw materials and the quality of production process and respondents were asked to rate about this issue. Consequently, based on the survey result of the researcher most 77(56.2%) consumers showed their agreement on the

consistency of the product of the company while 45(32.8%) of the respondents disagreed on the consistency of the product of the company. The remaining 15(11%) respondents remain undecided on this issue.

St. George Brewery Company has been seen as providing branded refrigerators for their customer who increases the sales volume of their products. Based on the survey result of the researcher the majority 99(72.2%) respondents consumers showed their agreement that most consumers of beer like refrigerated beer while 16(12%) of the respondents disagree the statement that most consumers of beer like refrigerated beer. The remaining 22(16) of them are undecided on the issue.

Table 4. 21 Price related Issues

Item	Response rate									
	1		2		3		4		5	
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%
Credit sales can encourage consumers to purchase more beers.	19	14	8	6	8	6	47	34	55	40
The price of St. George brewery products is higher than the other Ethiopian brewery products.	16	12	13	10	23	17	48	35	37	27
Consumers are satisfied with the current overall pricing system of the company.	29	21	50	37	17	12	24	18	17	12

Source: Survey result, 2018

1= strongly disagree, 2 = disagree, 3 = Medium, 4= agree, 5= strongly agree,

Respondents were asked to provide their awareness about the availability of credit sales. Accordingly, With regard to credit sales to the consumers the survey shows most of the respondents 102(74.5%) showed their agreement that credit sales can encourage consumers to purchase more beers. On the contrary, 27(20%) of the respondents replied credit sales cannot encourage consumers to purchase more beers. The remaining 8 respondents are in dilemma whether to say they agree or disagree yielding 6%.

Regarding this issue an interview result from the company’s manager shows that “*the company has no plan to give credit to the consumers. He replied also credits to the consumers can be given by the retailers but the company is not responsible to the risks associated with selling by credit. It is solely the responsibility of the retailers or any other parties in the distribution channels of the company.*” But accordingly to the

above finding if managed properly giving credit sales to the consumers can be one of the means to increase the sales of St. George products.

In addition, the relationship between the pricing practice of the company and consumers satisfaction was also analyzed in the same topic. If the price is too high, and the market is competitive, sales may be correspondingly reduced. On the other hand, many of the most marketers have found ways to reduce the impact of price and in order to balance the costs of producing a product with competition and the perception of your target customers to select the right product price. That is the reason why pricing takes creativity, time, research, good record keeping and flexibility (Jean, 2004).

To this end as the survey result shows, 79(57.7%) of the respondents were not comfortable with the current pricing system of the company. With the exception of those who didn't decide to choose numbered 17(12%), the remaining 41(30%) of the respondents were satisfied with the overall pricing system of the company. In this regard, the respondents have recommended the following points: *"to set the price of its product, St. George has to consider competitors, the demand for the product, government and trade union influence, and purchasing power of the consumers. The pricing system that satisfies the consumers will help for the survivals of the company."* However, the above result shows that the St. George brewery overall pricing system is not satisfying many consumers of the beer.

Table 4.22 Promotion related Issues

Item	Response rate									
	1		2		3		4		5	
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%
The promotions made by the company can initiate consumers for purchasing.	47	34.3	54	39.4	11	8.0	18	13.1	7	5.1
The advertising strategies of the company are ethical	41	29.9	57	41.6	15	10.9	15	10.9	9	6.6
Consumers can increase consumption if free bottles of beer or other rewards are given when they consume more	3	2.2	3	2.2	16	11.7	72	52.6	43	31.4

Source: Survey result, 2018

1= strongly disagree, 2 = disagree, 3 = Medium, 4= agree, 5= strongly agree

As indicated in the above table the majority of the respondents 101(74% showed their disagreement that the promotion made by the company does not motivate them for purchasing the product. On the other hand, 25(81%) respondents showed their agreement that promotions made by the company can initiate consumers for purchasing. Only 11(10%) of the respondents were neutral to the question. From this one can conclude that the effectiveness of the St. George brewery's promotional strategies is less effective

Likewise, respondents opinion concerning to the ethical and manful advertising strategy of the company. Beer advertising should not portray, encourage drunk driving. It should not depict situations where beer is being consumed excessively, in an irresponsible way or in any way illegally. The second item from the list of promotion issue is concerning whether advertising strategies of the company is ethical or not. From the total respondents, the vast majority 98(71.5%) of them said the company's advertising strategy is unethical whereas only 24(17.5%) of the respondents replied the advertising strategy is ethical and the remaining 15(10%) of the respondents didn't decide about the issue.

Sometimes when the companies advertising is unethical, consumers will have wrong attitude towards the company's product. But the response from interviewing the marketing managers of the company shows *“their advertising activities are ethical. This is contrary to the response of the consumers.”*

The final attribute raise on the same table 19 above is about respondents attitude about level of consumption when gift is given. Accordingly as indicated in the above table, large number of the respondents 115(84%) showed their agreement that consumers can increase consumption if free bottles of beer or other rewards are given when they consume more whereas very few of them 6(4.4%) responds that free bottles or other rewards cannot increase consumption. The remaining 16(12%) of the sample taken are undecided to the issue raised.

Consumers would not be responsive to promotions unless there was something in it for them. All promotion techniques provide consumers with rewards (benefits, incentives, or inducements) that encourage certain forms of behavior desired by brand

managers. From the above findings we can understand that providing free bottles of beer or other rewards can increase consumption of beer by the drinkers.

Table 4.23 Place/Distribution Related Issues

Item	Response rate									
	1		2		3		4		5	
	Fr.	%	Fr.	%	Fr.	%	Fr.	%	Fr.	%
consumers want to buy beers at supermarkets and other off-trade areas	21	15	23	17	10	8	30	22	53	38.7
St. George brewery products are available in most supermarkets, shops and other off- trade areas.	31	23	46	34	12	9	25	18	23	16.8
the retailers of St. George brewery have refrigerator and provide Cool products for the consumers	4	3	11	8	28	20	46	34	48	35.0

Source: Survey result, 2018

1= strongly disagree, 2 = disagree, 3 = Medium, 4= agree, 5= strongly agree,

Beer consumption can be categorized as on-trade and off-trade, depending on whether the beer is consumed at the retailer's premises. On-trade refers to in store consumption and off-trade is the opposite. Concerning consumers want to buy beers at supermarkets and other off-trade areas, 83(61%) of the respondents wants to buy at the off-trade areas while 44(32%disagree with the issues that consumers want to buy beers at supermarkets and other off-trade areas. The remaining 10(7.3 %) are neutral to the issues.

As the issue accessibility and availability of the company was raised to the marketing department of the company, products availability in supermarkets, shops and other off- trade areas was raised to consumer (customers) of St. George. Hence 77(56.2%) disagree with availability of St. George brewery products in off-trade areas, 12(8.8%) of them are undecided and the remaining 48(35.0%)) said the products are available in the off-trade areas like supermarkets, shops or other areas. This findings show that the products of St. George brewery are not available in most off-trade areas. Together with this the availability of refrigerator at the retailers is raised to the respondents.

According to the survey result of the researcher, very few 15(10.9%) of the respondents said retailers of beer found in the different place have not refrigerator and not providing refrigerated beer for the consumers. On the opposite side, the majority

of them 94(68.6%) replied they get refrigerated beers from the different retailers. The rest 28(20.4%) of the sample taken were undecided about the issue.

Interview informants from the marketing department of the company has witnessed that St. George has been providing branded refrigerators for the retailers so that they can provide refrigerated beer for the consumers so as to keep the product quality.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

In this chapter summary of the major findings, conclusions from data analyzed, and forwarded recommendations related to the possible gaps observed are presented.

5.1 Summary of Findings

Taking the profile of the respondents, company's marketing department was staffed by more male employees than female. And there are more male consumers of St. George products than females. The age distribution of the respondents shows: the marketing department of the company is staffed by young employees. While Majority of the respondents from consumer group were above the age group that is allowed legally to drink alcohols. Generally, the sample respondents from both groups were represented by heterogeneous educational backgrounds, status and work experience that is recommended as best representation to draw a generalization.

Pertaining to the company's product accessibility and availability, St. George products are available and accessible to any of the customers. Individual customers/consumers were the major customer groups of the company. The majority of consumers of the St. George brewery are bottle beer consumers followed by St. George draught beer. And 99(72.2%) respondent's consumers like refrigerated beer. In addition 102(74.5%) of them agreed that credit sales can encourage consumers to purchase more beers. Likewise, 115(84%) of them have agreed that consumers can increase consumption if free bottles of beer are offered.

Concerning to the quality of the product, the vast majority 87(63.5%) of the consumers of the respondents replied that the quality of the St. George brewery is very good or good. Moreover the primary reason of buying or wanting St. George product is customer preference and quality of product. Moreover, 77(56.2%) consumers' respondents showed their agreement on the consistency of the product of the company

With regard to the marketing mix elements, the entire respondents of the company employee's 56(100%) responded that the company uses all the 4 Ps of marketing mix elements. Majorities of the respondents 24(39.3%) revealed that the pricing of the St. George brewery is low and affordable for most of the customers. However, 79(57.7%) of the consumer respondents were not comfortable with the current pricing system of the company.

Bearing this in mind, the competitive power of the company, 114 (83.2%) of the customer respondents replied that St. George beer competitiveness in the beer industry is very high. Moreover, the vast majority 47(84%) of the respondents responded that the overall marketing practice of ST. George in meeting its mission and the targeted market is most effective.

However interview and open ended items result shows that the company has a lot of problems in implementing the best marketing strategy. Among which: lack of infrastructure to reach possible access, shortage of malt and barley due to seasonality of rainfall, shortage of raw materials like bottling and packing related, consumers seasonality in using the product, the availability of alternative cultural alcoholic drinks throughout the country and, the introduction of new and big branded companies in the market are some of the listed reasons.

Concerning to the appropriateness of the companies promotional tools, Advertising, personal selling and sales promotion were the most effective mechanisms of the company's promotional activities which account 92.8%, 80% and 58%. On the other hand pertaining to the selling method, 42(75%) of the employee respondents witnessed that selling mechanism of the product was done by indirect through the channels followed by through direct personal selling.

In addition, 81(59.1%) consumer respondents prefer watching TV as a means to know the advertising of the company. However, 83(61%) the customers witnessed the leveling and the packaging of the product are not attractive and good. Moreover, 101(74% of the respondents showed, the promotion made by the company does not motivate them for purchasing the product. Likewise, the vast majority 98(71.5%) of the respondents responded that, the company's advertising strategy is unethical

Concerning consumers want to buy beers, 83(61%) of the respondents wants to buy at the off-trade areas. However, 77(56.2%) disagree that St. George brewery products are not available in off-trade areas.

Concerning to the availability of refrigerator at the retailers, the majority 94(68.6%) of consumer respondents replied they get refrigerated St. George beers from the different retailers because St. George brewery has been providing branded refrigerators for its retailers

With regard to the marketing competitiveness of St. George brewery, all respondents perceived positively the company has reputation in product and service quality. And have developed strong marketing ability and clear product differentiation to win the firs competition of the market. Moreover, the majority 46(82.1%) of the respondents believe that the company have acquired a strategic position in the market. However the company is poor in the development of researches and didn't reduced customers' migration to substitutes

Finally, the vast group of the respondents (from the marketing staff) 39(70%) have agreed that the company have been providing effective customer service. And almost all of the respondents have agreed that the company have been sponsoring special events for to get customer satisfaction.

5.2 Conclusions

The brewery industry in Ethiopia is becoming a very competitive environment where maximum efficiency and sustainable competitive advantage are critical for the success of a company. Hence, Marketing strategies are the means by which the marketing objectives will be achieved.

As we have figured out from the findings, St. George Brewery exploits all the 4Ps of marketing mix elements to achieve its target. These marketing mix elements are product strategy, price, promotion and place/distribution strategy. These are vital to implement the marketing strategy of the company and they are found to be effectively inseparable because each mix affects the other. Therefore, all the mixes are essential for the company to achieve its customer requirements.

Moreover, the company has been providing quality products to its customers. By providing a quality product, the company is able to sustain its competitive advantage in the brewery industry. This means the company is trying in meeting its product mix strategy in order to stay competent in the market.

With regard to product mix strategy, is identified that, St. George brewery is providing quality products. The quality of the beer is the main reason for the consumers to prefer the product and participating in the different developmental activities also benefit the company though it incurs some cost.

St .George Brewery provides two types of products to its customers such as; bottled beer and draught beer. According to the respondent these products have nice qualities and the product availability and accessibility are very good and it covers majority of the country. To sum up, quality product is the key to the company's success to stay competent in the market.

Product and prices are very interrelated. In terms of the pricing strategy St. George Brewery set the fair/affordable pricing strategy for its customer's. According to the company's marketing staff member's opinion, the pricing of the St. George brewery is affordable for most of the customers. However, most consumer respondents were not comfortable with the current pricing system of the company.

Distribution strategies are concerned with the channels of a firm that employ to make its goods available to customers. The distribution system of the company is brilliant

and determines the product's marketing presence and the buyers' accessibility to the product. Thus, products availability is so nice and buyers can get the product almost everywhere and covers majority of the country. The selling processes of the products are mainly through intermediaries. And it plays a great role in maximizing the accessibility of the company product

Promotion strategy is also an essential tool for the practice of the marketing strategy of the company. The company promotional tools are advertising, personal selling, and public relation. The company's promotional mix strategies create a good image for the brewery and gained popularity as the company's perspectives of quality products .Moreover, the company gives emphasis for social marketing activities like sponsoring various exhibitions, music festivals, public gatherings

Moreover, the best way of advertising means of the company is media advertisement. This media advertisement includes TV, Radio and newspapers.

Even though St. George Brewery has been exploiting all the 4Ps of marketing mix elements to achieve its marketing mission, the finding shows, the company has a lot of problems in implementing the best marketing strategy. Among which: lack of infrastructure, shortage of malt and barley, Seasonality of rainfall, shortage of raw materials, consumers demand fluctuation and seasonality, availability of alternative cultural drinks in the society and the upcoming of strong and firs competition from the new big national and international branded beer companies.

With regard to the marketing competitiveness of St. George brewery, the company has reputation in product and service quality, have developed strong marketing ability and clear product differentiation to win the firs competition of the market. Moreover, despite it is poor in the development of researches and fail to reduced customers' migration to substitutes, St. George Brewery Company has acquired a strategic position in the market.

5.3 Recommendations

This section presents researcher's recommendation based on the finding and conclusion of the study. Therefore, based on the above sections the researcher recommends the following:

- ✎ All the marketing mix strategies has to be integrated. Hence, by integrating the required marketing mix elements the company is able to increase the level of more loyal buyers who stick with it for long period of time.
- ✎ It is advisable for the ST. George brewery to redesign the leveling and packaging of the product. A good leveling and packaging can attract consumers and increase the products acceptance.
- ✎ St. George brewery should allocate enough amount of fund for research and development activities so as to continuously monitor main consumer preference towards beer market
- ✎ Marketing researches should be conducted regularly to find out the actual condition of the beer market.
- ✎ The best use of marketing strategy is to simply let includes all the parameters of the population. ST. George brewery need to produce alcohol free breweries with its brand in order to get all possible customers irrespective of religion, age and sex category.
- ✎ It is highly recommendable for the company to ensure the consistency of its product quality. The flavor attributes of beer are critical to its overall acceptance by consumers. To keep product quality consistency, a fine degree of control in the raw materials and production process is required.
- ✎ It is also highly recommended to St. George to foster the expansion of its indirect distribution channels by provides discounts and appropriate credit term to address the products from the producer to the final consumers.
- ✎ Since most consumers wants to buy products at the off-trade areas, St. George brewery products need to be available in off-trade areas as well.

- ✎ Building brand loyalty through coordinating various promotional tools i.e. event sponsorship, corporate social responsibility and advertisement
- ✎ Each of the company's promotion strategies have to be ethical, motivating and always kept in line with the moral and values of the society. Otherwise customers' attitude, towards the company will be wrongly affected.
- ✎ Moreover, it is worth for to use frequent promotions of the product which are not only stimulates sales but also create customer loyalty and hence market expansion.
- ✎ The student researcher strongly advises the company to establish well organized customer complaint handling department and regularly give clear cut instructions to the concerned sections for legitimate evaluations of customer complaints.
- ✎ Moreover the company has to enlarge its level of responses with regard to consumers and retailer's objection and be alert while handling retailers compliant.
- ✎ The Marketing Mix Analysis has the dignity to help the company implement the right marketing strategies to satisfy and penetrate the company's customer groups, which is phrased as target markets. Therefore, the company should constantly alter the sub elements of each marketing mix to successfully compete with its competitors and offer the greatest value to its customers.
- ✎ In general, it is highly recommendable for the company to develop a long-range view and try to implement a more structured approach to attain information about potential customers, competitor's action and market intelligence within the industry. The marketing strategy has become more important for companies to increase its competitive advantage.

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Annexes

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MA IN MARKETING MANGEMENT**

Questionnaire for the assessment of marketing practice and competitiveness of St. George brewery (plc)

Researcher: Mekdes Teferi

Dear Respondents

The main purpose of this questionnaire is to gather information about the marketing practice and competitiveness of St. George brewery (plc) for the partial fulfillment of the requirements for Masters of marketing Management. The outcome of this study will be used for academic purpose only.

Therefore, your genuine response to the questions is vital for the quality and successful completion of the study. The accuracy of the information you provide highly determine the reliability of the study

General Instruction

- ✓ For the sections of the questionnaire with rating scales, please answer by putting a check mark (X) inside the box
- ✓ For the questions that require options, write your comments precisely and honestly.

Contact Address:

If you have any query, please don't hesitate to contact me. I am available as per your convenience at – Tele - +251 911 458963 or

E-mail – mekditef2016@gmail.com

Thank you in advance for your unreserved cooperation!

Part I: Demographic profile of respondents

Please indicate the following information by putting [x] mark on the boxes provided.

1. Sex: **A**-Male **B**- Female
2. Educational status:
A-Below Diploma **B**- College diploma
C -BA/BSC degree **D**-MA/MSc Degree **E**- PHD
3. Age
A. under 25 years old
B. B/n 26-35
C. between 36 - 45
D. Greater than 46 years old
4. How long have you been employee of St. George Brewery (BGI)?
A. Less than 1 year
B. 2-5 years
C. 6-10 years
D. More than 10 years
5. Position
A. Senior Manager **B.** Managers **C.** Marketing Staff
D. Supervisor **E.** Sales Operator **F.** Other specify

Part II. The Practice of Marketing Strategies and Marketing Mix Elements

6. Who are the company's major customer groups
A. Individual customers/consumers
B. Hotels and restaurants and groceries
C. Other intermediaries
D. Others please specify _____
7. The company's products availability and accessibility is....
A. Excellent **B.** Very good **C.** Good
D. poor **E.** Fair
8. What is your opinion about the products quality compared to other competing ones?
A. Very good **B.** Good **C.** Medium
D. Poor **E.** Very poor
9. What are the customers' primary reasons for buying or wanting to use the company's products?
A. Quality of product
B. Proximity of supply
C. Lower price than others
D. Effective promotion
E. Customer preference
F. Other (if any please specify) _____
10. What marketing mix strategies does the company use?
A. Product **B.** Promotion **C.** Price

D. Distribution

E. All of the above mix's

11. What pricing strategy does the company follow to be competitive in the market?

A. Low price

B. high price

C. Moderate price

D. Same price as competitors

12. On the rating scale 1 to 3 below, in which 1 represents “least effective” 2 “effective” and 3 represents “most effective”, how would you rate the appropriateness of the following promotional mixes of the company? (Please put a tick mark for each in the numbered boxes).

SN	Descriptions	1	2	3
1	Promotional tools			
1.1	Advertising			
1.2	Personal selling			
1.3	Sales promotion			
1.4	Public relations			

13. Which selling methods does the company use to sell the products of the company?

A. Direct personal selling

SN	Descriptions	Likert-Scale score				
		1	2	3	4	5
2	Market competitiveness					
2.1	We have reputation in product and service quality					
2.2	We enjoy low cost advantage					
2.3	We have developed strong marketing ability					
2.4	We have a clear product differentiation					
2.5	We have developed strong capability in research					
2.6	We have acquired a strategic position in the market					
2.7	We command a bigger market Share					
2.8	We command a successful market niche					
2.9	We have reduced customers' migration to substitutes					
2.10	We provide effective customer service					

2.11	We provide new improved products based customer needs					
2.12	We sponsor special events for our customer satisfaction					

- B.** Direct online sales
- C.** Indirect through the channels
- D.** Word of mouth
- E.** Telemarketing
- F.** Other please specify _____

14. How would you rate the overall marketing practice of ST. George in meeting its mission and the targeted market?

- A.** Least effective **B.** Effective **C.** Most effective

Part III: Issues Related Marketing competitiveness

Please thick [x] mark in the numbered boxes below to the alternative of your choice using the five score Likert-Scale (1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree)

Part III. Challenges and Opportunities

15. What are the major problems did the company encountered in implementing its marketing strategies?

16. Do you believe that the company could stay competent in both domestic and international market?

17. What could be the major opportunities the company has to stay competent in the market?

18. If you have further comments please indicate in the space provided below.

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MA IN MARKETING MANGEMENT

An Interview Guide to collect data from managing staffs (chief and senior level marketing managers) of St. George brewery (plc)

Introduction

The main purpose of this Marketing strategy interview questions is to collect data from people regarding the marketing practice and competitiveness of St. George brewery (plc). Hence, to gather information, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept utterly confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated.

Thank You in advance!

1. Who are your target consumers? And how does the company position its products?
2. Have you identified whom the consumers of your products in terms of geographic location, age group or economic situation?
3. What is the company's overall business strategy (Differentiation, cost leadership, focus Strategy)?
4. Is there any competition? Who are your competitors? What are your major competitive advantages?
5. What are the marketing strategies offered by the company (in terms of 4P'S?)
6. What are the problems you encountered in implementing the marketing strategies?
7. What is your future plan to expand your products or to increase your market share?
8. What factors do you consider in setting pricing strategy? Or what are the bases for your Pricing strategy?
9. What distribution objectives and strategies are the company pursued?
10. What promotional tools do the company used?
11. What is the status of promotional mixes done by the company interims of advertising, Personal selling, sales promotion, participating in bazaars and exhibitions, brochures etc.?
12. What is the role of advertisement in the promotional campaign? When is the best time to advertise your product? Is there any seasonality in the market?
13. Over all how do you evaluate the company's current marketing strategies?

4. How long have you been in using St. George brewery products?
- a.** Less than one year **b.** Two to five years
- c.** Six to ten years **d.** More than ten years
5. Which product of St. George brewery you prefer most?
- a.** The St. George bottle beer **b.** The St. George draught beer
- c.** The St. George Castle beer **d.** Any other among the new brands
6. What is your opinion about the quality of St. George brewery products?
- a.** Very good **b.** Good **c.** Medium
- d.** Poor **e.** Very poor
7. Why you prefer to consume St. George beer as compared to the other beer products?
- a.** By the good quality **b.** By the price **c.** By availability
8. If you have observed problems on the quality of St. George beer please specify your reason _____
9. What is your opinion concerning the price of the St. George beer?
- a.** Very cheap **b.** Cheap
- c.** Affordable **d.** Expensive Very expensive
10. If the St. George brewery increase the price of its beer, would you like to switch to other company's beer products?
- a.** Yes **b.** No
11. How is the rate of St. George beer competitiveness in the beer industry?
- a.** Very high **b.** High **c.** Medium
- d.** Very low **e.** Low
12. Which advertising tool is most comfortable for you to know about St. George beer?
- a.** Watching TV **b.** listening to the radio **c.** Reading magazines and newspapers

d. Browsing the internet and social networking sites

e. If any other, please specify? _____

Part III questions relate to the practice of marketing mix

Instruction: Please read each statement and indicate your level of agreement (on the response scale: 1 to 5) by taking from the options provided as: 1.strongly agrees, 2. agree, 3. neutral, 4. disagree, and 5. strongly disagree. (Tick one from the given five scales.)

	Product related issues	Response scale				
		1	2	3	4	5
13	The leveling and the packaging of the product are attractive and good.					
14	There is consistency in the quality of St. George products.					
15	Most consumers of beer like refrigerated beer.					

	Price related issues	Response scale				
		1	2	3	4	5
16	Credit sales can encourage consumers to purchase more beers.					
17	The price of St. George brewery products is higher than the other Ethiopian brewery products.					
18	Consumers are satisfied with the current overall pricing system of the company.					

	Product related issues	Response scale				
		1	2	3	4	5
19	The promotions made by the company can initiate consumers for purchasing.					
20	The advertising strategies of the company are ethical.					
	Consumers can increase consumption if free bottles of beer or other rewards are given when they consume more.					
21	When St. George brewery supports the construction of d/t infrastructure or other similar activities, consumers will prefer it.					
	Product related issues	Response scale				
		1	2	3	4	5
22	Consumers want to buy beers at supermarkets and					

	other off-trade areas					
23	St. George brewery products are available in most supermarkets, shops and other off- trade areas.					
24	The retailers of St. George brewery have refrigerator and provide Cool products for the consumers.					

25. If you have other opinions regarding the marketing mix strategy please specify here