

ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTEMENT OF MARKETING MANAGEMENT

**AN ASSESSEMENT OF MARKET DEVELOPMENT PRACTICES
IN TSEHAY ALI MOHAMMED GENERAL IMPORTER**

BY

MEKDES GIRMA

JUNE 2013

SMUC

ADDISABABA

**AN ASSESSEMENT OF MARKET DEVELOPMENT PRACTICES
IN TSEHAY ALI MOHAMMED GENERAL IMPORTER**

**A SENIOR RESEARCH SUBMITTED TO THE DEPARTEMENT
OF MARKETING MANAGEMENT**

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Table of Content

<u>Title</u>	<u>Pages</u>
Acknowledgements	I
Table of content	II, III
List of tables	IV
Executive summary	V
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the Problem	2
1.3 Research Question	2
1.4 Objectives of the Study	3
1.4.1 General Objective	3
1.4.2 Specific Objective	3
1.5 Delimitation of the Stud	3
1.6 Significance of the Study	3
1.7 Research Design and Methodology	4
1.7.1 Research Design	4
1.7.2 Population and sampling technique	4
1.7.3 Types of Data to be collected	4
1.7.4 Data collection method	4
1.7.5 Data Analysis Technique	4
1.8 Limitation of the study	5
1.9 Organization of the Study	5
CHAPTER TWO: REVIEW OF RELATED LITERATURE	6
1. Definition of market development	6
2. Objective of market development	6
3. Assessing Marketing Growth Opportunities	8
3.1 Intensive Growth	8
3.2 Integrative Growth	8
3.3 Diversification Growth	9
4. Over view of Target market	9
4.1 Natural	9
4.2 Positioning	9
4.3 Targeting	10
4.3.1 Standardization	10
4.3.1.1 Communication	10
4.3.1.2 Pricing	10

4.3.1.3 Distribution	11
4.3.2 Differentiation	11
4.3.3 Focus	11
4.4 Segmentation	12
4.4.1 The Market Segment Classification Matrix	12
4.4.1.1 Demographic Segmentation	12
4.4.1.2 Consumption Pattern Segmentation	13
4.4.1.3 Consumer Predisposition Segmentation	13
5. Analyzing the Environment	13
5.1 Internal Environment	14
5.1.1 Customers	14
5.1.2 Company	14
5.1.3 Product	15
5.1.4 Market	15
5.1.5 Suppliers	15
5.1.6 Intermediaries	16
5.1.7 Competitors	16
5.1.8 Publics	17
5.2 External Environment	18
5.2.1 Demographics	18
5.2.2 Technology	19
5.2.3 Culture	20
5.2.4 Economic	20
CHAPTER THREE: DATA PRESENTATION, ANALYSIS, AND	
INTERPRETATION	21
3.1 General characteristics of the respondent	21
3.2 Analysis of the major finding	23
3.3 Interview analysis	32
3.3.1 Response of interview with the manger	32
CHAPTER FOUR: SUMMARY, CONCLUSION	
AND RECOMMENDATION	33
4.1 Summary	33
4.2 Conclusions	35
4.3 Recommendations	36
Bibliography	
Appendices	

List of Tables

<u>Title</u>	<u>Page No.</u>
Table1. Demographic characteristics of respondents	21
Table2. Customer towards market development practices	23
Table3. Comparing with its competitor's products	25
Table4. Expectation and the perception on the company product	27
Table5. The uniqueness, quality and accessibility of the company products	28
Table6. Customer responses related to complain	30

EXECUTIVE SUMMARY

The purpose of this study is to examine the market development practices in Tsehay Ali Mohammed General Importer.

Sums of 131 sample respondents were included, with particular focus to the head office which is located at Commercial Center of Ethiopia (Merkato). The respondents were the final customer of Tsehay Ali Mohammed General Importer Company.

In order to collect the required data, two types of questionnaires and one interview guide have been used. The data collected with both instruments were organized, tabulated, analyzed and interpreted to come up with the following findings.

- The finding that the manager does not implement the market development practices.
- The company's understanding to customer needs is not good enough.
- The finding assures that company's not have long term relationship with the customers.
- The company's responsiveness in answering customer's complaining not sufficient.
- Most of the company employee's knowledge, friendliness and promptness are weak.
- This study shows in terms of market development practices price, quality and accessibility not enough.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Market development or penetration is a process of growing sales by offering existing products or new version of them to new customer group as opposed to simply attempting to increase the company's share of current market.

Product development concept passes the business test, it moves to research and development or engineering to be developed into physical product. Up to now it has existed only as a word description, a drawing, or a prototype. This step involves a large jump in investment that dwarfs the costs incurred in the earlier stages. At this stage the company will determine whether the product idea can be translated into a technically and commercially feasible product. If it cannot, the accumulated project cost will be lost except for any useful information gained in the process (Kotler. 2002:344).

Tsehay Ali Mohammed General Importer was established in 1975 E.C as a family business. Starting with a small retail shop for ready-made cloths, it has now grown into one of the most renewed imported company's in Ethiopia.

Tsehay Ali Mohammed General Importer imports Variety of food stuffs, electronics, stationery material and vehicle tyre etc. The company operates from its head office in Addis Ababa, which is at commercial center of Ethiopia (Merkato). It has four warehouses used for stocking and distribution of imported products. The company is to develop a value oriented international business with mutual benefit to all parties involved. The company believes in growing together by means of a large assortment with exclusive products and customer service. In general the company believes in growing together and practice the principle of fair business in all our dealings.

1.2 Statement of the Problem

Market development is expanding the total market served by entering new segment, converting nonusers, and increasing use by present users. Thus, most companies are being more choosy about the customers with whom they wish to build relationships. Most have moved away from mass marketing and toward market segmentation and targeting, identifying market segment, select one of them, and developing products and marketing program tailored to each. Instead of scattering their marketing efforts, firms are focusing on the buyers who have greater interest in the values they create best. (Kotler and Armstrong, 2004:238).

Developing a strong market is an important aspect of helping a company's growth. Based on the student researcher's preliminary investigation, the company's has stagnant market for marketing strategy, lack of planning strategy for new market, unclear market policy and company not doing practically in the case of market development for customer satisfied and dissatisfied. Beyond the above problem the student researcher tried to answer the following basic research questions.

1.3 Research Questions

1. What strategies are used by the company to keep customers for a long time?
2. What are the major causes of customer dissatisfaction from the company view in the case of expansion market?
3. What are the challenges faced by the company in expansion its market?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of the study is an assessment of market development practices in Tsehay Ali Mohammed General Importer.

1.4.2 Specific Objective

- To identify the strategies to the customers keep for a long time.
- To point out the major causes of customer dissatisfaction from the company view in the case of expansion market.
- To identify the challenges faced by the company in expansion its market.

1.5 Delimitation of the Study

The study focuses on an assessment of market development practices in Tsehay Ali Mohammed General Importer with particular focus to the head office which is located at Commercial Center of Ethiopia (Merkato) and the study focuses on the internal factors of the company's. Moreover, the company imports a variety of products such as variety of food stuffs, electronics, stationery materials and vehicle tyre. However, the study focuses only on the stationary materials. Moreover, the study covers the period from 2009 to 2012.

1.6 Significance of the Study

- The study helps the company to evaluate its market development practices and make sound decision.
- Researcher to get more knowledge in these areas and to have experience in conducting research.
- This research output can serve as future reference for those who are interested to do on market development at a bigger scale.

1.7 Research Design and Methodology

1.7.1 Research Design

The study assessed the market development practices of the company. The student researchers applied descriptive research type because it is important to describe the recent problem that existed in the company.

1.7.2 Population and Sampling Technique

The population of the study includes the company's manager and final customers of Tsehay Ali Mohammed General Importer. Because the number of customers of the company are unmanageable size. The student researcher used non probability sampling techniques specifically convince (accidental) sampling technique. To determine the sample size the student researchers depend on the recommendation of Malhotra (2006:339). Hence, minimum of 150 customers selected as respondents this is because of time and cost limitation not covering all population would be impartial.

1.7.3 Types of Data to be Collected

In order to come up with appropriate answer to the research questions. The student researchers collected both primary and secondary data.

1.7.4 Data Collection Method

The primary data were collected by distribution questionnaires to the customers and conduction interview with the company's manager. The secondary data were collected by investigating different books, and websites.

1.7.5 Data Analysis Techniques

After collecting the data, questionnaire analyzed using quantitative analysis method such us tables, percentage and charts used. Whereas interview analyzed qualitatively.

1.8 Limitation of study

- Scarcity of reading materials on the topic of market development.
- In light with the anticipated target population, the study focused on a very localized areas, and has small sample size.
- Time limitation to conduct the study.

1.9 Organization of the Study

The research covers four chapters. The first chapter includes introduction part which includes background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, research design and methodology, limitation of the study and organization of the study. The second chapter includes review of related literature. The third chapter includes data analysis, presentation and interpretation based on the collection of the data. The last chapter contains the summary, conclusion and recommendation parts.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

1. Market Development

Introduce existing products to new markets. This can mean reaching new customer segments within an existing geographic market, or it may mean expanding into new geographic areas. Adapting a local product to a broader market is a real challenge, but it can be done. (R. Solomon, and Others, 2006:43).

2. Objectives of market development

The situation analysis, SWOT Analysis enables the marketer to determine the overall marketing objectives. Marketing objective is a clear statement of what the marketer is going to accomplish in the marketplace. The marketing objectives will be the guiding light that directs the marketer to plan and implement his activities to arrive at its targets.

The marketing objectives in general provide following for an organization sense of purpose in an organization. (Without objectives, organization lack the means of focus) Help an organization to have consistency between the various levels of decision making and between different functions Helps to stimulate effort; they provide a basis for motivating individuals to achieve them. The basis for control in an organization. Unless we know precisely what is required, it is difficult, if not impossible, to know the extent which we have achieved.

Objectives must confirm SMART criteria. Specific – stating exactly what has to be achieved Measurable- Quantified, so that you can measure with results achieved: Achievable – The objective has to be realistic in the given circumstances. Relevant – The objective must relate to the corporate objectives. Time frame – Deadlines and time frames for achieving the objectives must be stated.

Marketing objectives for current users and customers. Marketing objectives will essentially involve in influencing customers behavior in a given market. There could be two types of customers in a market: current users and new users. Objective as to retention of current users

There are so much of research done on losing of customers. Some of the findings confirm that a company may loose from 20% to 30% of its customers annually. Therefore, it is very important to take action to retain your own customers. It is a kind of defensive action that you take to protect your customer base from other competitors. If you have been losing lot of customers during the past then you need to take vigorous action as to put a stop and reverse the situation. You need to find out why it is happening and what action that should be taken in the short term as well as in the long run to stabilize your customer base. Customer Relationship Management (CRM) strategies may help to handle customers well, finding out their problems and complaints and taking timely action to remedy them will surely help an organization to retain losing customers.

Objectives as to increase purchase from current users You may have a loyal customer base. But still you need to increase the volume of purchases made by them and increase the rupee value income from them. Customer Relationship Management Strategies may help an organization to make up sales and cross sales in improving sales to existing customers. Further, finding out their new needs and providing them with value added services may also help to increase the sale whilst keeping them as loyal customers. Marketing Objectives for new users/customers if research indicates that a fair amount of customers are lost every year, an organization should have two ways of addressing that. One is to have a defensive approach to retain existing customers and the other is to have an offensive approach to get more customers from competitors or to create a new set of customers.

To take into consideration in develop marketing objectives Review of Situ Analysis- It is important to have a good idea about your Situation Analysis, SWOT and the Sales Objectives in developing your marketing objectives as it shed a lot of light on the background and the path that you should take in order to develop realistic marketing objectives. Relationship with other functional corporate strategies.-there should be an integration of strategies, coherence and they should complement each other in achieving broader objectives of one single organization or group of companies (Maxwell, R. 2012:1-136).

3. Assessing Marketing Growth Opportunities

Assessing growth opportunities involves planning new businesses, downsizing, or terminating older businesses. The company's plans for existing business allow it to project total sales and profits. If there is a gap between future desired sales and projected sales, corporate management will have to develop or acquire new businesses to fill it.

The first option is to identify opportunities to achieve further growth within current businesses (intensive opportunities). The second is to identify opportunities to build or acquire businesses that are related to current businesses (integrative opportunities). The third is to identify opportunities to add attractive businesses that are unrelated to current businesses (diversification opportunities). (Wondwossen, 1999).

3.1 Intensive Growth

Corporate management's first course of action should be a review of opportunities for improving existing businesses. Ansoff proposed a useful framework for detecting new intensive growth opportunities called a "product-market expansion grid".

The company first considers whether it could gain more market share with its current products in their current market (market penetration strategy). Next it considers whether it can find or develop new markets for its current products (market-development strategy). Then it considers whether it can develop new product of potential interest to its current markets (product-development strategy). Later it will also review opportunities to develop new products for new markets (diversification strategy).

By examining these intensive growth strategies, management may discover several ways to grow. Still, that may not be enough. In that case management must also look for integrative growth opportunities. (Kotler, 1994:157).

3.2 Integrative Growth

A business's sales and profits may be increased through back ward, forward, or horizontal integration within its industry. For example, drug company giant merck has gone beyond just

developing and selling ethical pharmaceuticals. It purchased Medco, a mail order pharmaceutical distributor in 1993, formed a joint venture with DuPont to establish more basic research, and another joint venture with Johnson and Johnson to bring some of its ethical products into the over counter market.(Kotler, 1994:158).

3.3 Diversification Growth

Diversification growth makes sense when good opportunities can be found outside the present businesses. A good opportunity is one in which the industry is highly attractive and the company has the right mix of business strengths to be successful. (sherlekar and Others, 2004:182).

4. Overview of Target market

4.1 Natural

The deteriorating condition of the natural environment is bound to be done of the major issues facing business and public in the 1990s. In many world cities, air and water pollution have reached dangerous levels. There is great concern about industrial chemicals creating a hole in the ozone layer that will produce a “green house affect,” namely, a dangerous warming of the earth. Marketers need to be aware of the threats and opportunities associated with four trends in the natural environment (Kotler, 1994:159).

4.2 Positioning

Management ability to position a product appropriately in the market is major determinate of company's profit.

Positioning in relation competitors- this strategy requires head to head promotion with competitors in order tp compete with the brand of competition.

Positioning in relation to target market- this strategy requires redesigning the package and color system in order to reach younger and fashion oriented customers

Positioning by price- this strategy requires using high pricing and image while up grading their fashion and their quality. This indicates that management must strive to position their product so as to create the best image for their products better than those of competing products.

(Wondwossen, 1999).

4.3 Targeting

Having segmented the market, the firm now has to choose its marketing strategies. There are three strategies to choose from.

4.3.1 Standardization

.In this strategy, the firm offers the same product to different market segments. It use the same communication, pricing and distribution strategies.

4.3.1.1 Communication

As the case illustrates, all organization communicate. This may be done in a deliberate way through promotional campaigns or in a much more subtle manner, using the signals of corporate identity such as logo, slogans, letterheads, staff uniform and the like. The important concern is that these communications should be managed. The organization need to ensure that its identity 'fits' that it is a genuine reflection of the organization's values, operations and ambitions. All the means by which the identity is communicated need to be planned and controlled at achieve consistency. Research is required to monitor the image that is conjured up in the mind of the various publics to which the organization relates. These publics include share holders, employees, present and potential customers, and the local community.

Managing communications is a key marketing task. There are many methods of communication and they achieve a variety of outcomes. It is therefore important that communication integrated. Through integration, communication can meet chosen objective and address target markets (Perreault et al., 2000:242).

4.3.1.2 Pricing

In the early stages of man, prices were set by buyers and sellers through bargaining. However, in the present competitive economy, many large business concerns aim at one price policy.

Sales is the only income for any business concern. But 'price' is the main factor which affects the sales or market. If the price are high, few buyers purchase and if the prices are low many buyer purchase.

Therefore, a sound pricing policy must be adopted to have a maximum sales revenue. Moreover, it is only through proper pricing policies the already laid down marketing objectives and corporate goals could be achieved. It is through effective pricing technique that external forces are brought under same control. Therefore, pricing decisions are of paramount or strategic importance in marketing strategy (Sherlekar and others, 2004:187).

4.3.1.3 Distribution

The sequence of marketing institution. Retailers, wholesalers and other middleman for a product moving from producer to ultimate consumer or industrial user is the channel of distribution. A channel maybe considered as having 'levels' and 'length'. Each institution that takes ownership of a product as it moves to the consumer or industrial user is a level. The length refers to the number of these levels, irrespective of the physical distance over which the item maybe moved. Some of less complex channel of varying lengths.

The simplistic channel utilizing no marketing intermediaries characterized the primitive barter economies at the dawn of civilization and is prevalent in the remote regions of the world to day. Yet it is not in appropriate to an advanced economy, provided the producer is willing and able to assume the functions normally performed by middlemen, and if the nature of the product and that of the customer is such as to encourage direct distribution (Singh, 2002:87).

4.3.2 Differentiation

This is just the opposite of the above mentioned strategy. Here, the firm differentiates its products to suit different segment needs and expectation.

4.3.3 Focus

This is a combination of standardization and differentiation. Here is core strategy remains the same but differentiation is made to take account specific customer group requirement (Saxena, 2002:181).

4.4 Segmentation

The variation in customers' responses to a marketing mix can be traced to differences in buying habits, in ways in which the goods and service is used, or in motives for buying, customer orientated markets take these difference into consideration, but they usually cannot afford to tailor make a different marketing mix for every customer. Consequently, most marketers operate between the extremes of one marketing mix for all and a different one for each customer. To do so involves market segmentation, a process of dividing the total market for a good or service in to several smaller groups, such that the members of each group are similar with respect to the factors that influence demand. A major element in a company's success is the ability to segment its market effectively (Stanton, and Walker, 1994:122-123).

4.4.1 The Market Segment Classification Matrix

Effective marketers segment the markets they address and then select attractive target markets. Some do this almost unintentionally, even unwittingly, as did the owner of a small portion of the Seattle market, perhaps an area of a few blocks. In a sense, by choosing the store's location, the store's owner has "segmented" and "targeted" the market geographically. However, proper market segmentation and target marketing generally involve serious consideration of a total market, the variables that can be used to identify meaningful segments in that market, and the creation of marketing mixes aimed at satisfying the needs of chosen target segments.

(Zikmund and D'Amico, 1999: 227).

4.4.1.1 Demographic Segmentation

Demographic characteristics, such as age, sex, marital status, and family size, are easily understood segmentation variables. Their relationship to various product needs has been well established. Measurement of demographic characteristics and of their relationships to purchasing behavior is not difficult. Further, information about the demographic composition of markets is widely available from a variety of sources. For these reasons, demographic characteristics are among the most commonly used segmentation variables.

(Zikmund and D'Amico, 1999: 237).

4.4.1.2 Consumption Pattern Segmentation

Buyers can vary their consumption from heavy to none at all. Therefore, in many cases, consumption patterns provide a good basis for market segmentation. Consumption patterns may also differ with circumstances. The purchase occasion may prove to be the underlying force creating consumption patterns and thus may be useful in distinguishing among buyer groups. A holiday drinking glass decorated with a Christmas tree or Santa Claus is obviously geared to buyers planning seasonal entertaining rather than to people looking for everyday glassware. Lava soap and other hand cleaners are sold for use in really dirty, messy, or greasy situations (Zikmund and D'Amico, 1999:244).

4.4.1.3 Consumer Predisposition Segmentation

Consumers vary widely with respect to product knowledge, beliefs about products and brands, and reasons for purchase. The sophisticated, knowledgeable buyer of stereo equipment is, for marketing purposes, almost totally different from the novice buyer. The veteran buyer knows what to look for, what questions to ask, where to buy, where to get service, and even what the price should be. The novice knows almost nothing of these things and so looks to salespeople for guidance. The novice seeks a store with a good reputation and trustworthy salespeople. The veteran buyer trusts his or her own knowledge and judgment.

The major benefits sought by consumers are also likely to vary considerably. Seeking to identify groups of customers by the benefits they seek is called benefit segmentation. Even when two or more buyers are purchasing exactly the same product, the expected benefits may vary. Just as in the commercial, some people buy Miller Lite because it tastes great, others because it's less filling. One consumer might buy a mouthwash because it freshens the breath, another because it tastes "medicinal" and therefore must really kill germs (Zikmund and D'Amico, 1999:245).

5. Analyzing the Environment

Throughout the section on strategic planning at the business level and then again on our discussion of marketing planning, a central issue is gaining a good understanding of the environment in which the planning must take place. Now we will take a look at how marketers

understand the situation, or environment, in which the marketer's firm operates. First, we will examine the elements of a firm's internal environment, which in the context of a SOWT analysis results in understanding key strength and weaknesses with in the company. We will then move on to the many external factors of the environment that affect the marketing plan. (Kotler and Armstrong, 2008:63).

5.1 Internal Environment

5.1.1 Customers

The company needs to study five type of customer market closely. Consumer market consists of individuals and households that buy goods and services for personal consumption. Business markets buy goods and services for further processing or for use in their production process. Whereas reseller markets buy goods and service to resell at a profit. Government markets are made up of government agencies that buy goods and services to produce public services or transfer the goods and services to others who need them. Finally, international markets consist of these buyers in other countries, including consumers, producers, resellers in other, and government. Each market type has special characteristics that call for careful study by the seller. (Kotler and Armstrong, 2008:66).

5.1.2 Company

In designing marketing plans, marketing management takes other company groups into account groups such as top management, finance, research and development, purchasing, operation,, and accounting. All these interrelated groupd from the internal environment. Top management sets the company's mission, objective, broad strategies, and policies. Marketing managers make decisions within the strategies and plans made by top management. Marketing manager must work closely with other company departments. Other departments have an impact on the marketing department's plans and actions. And under the marketing concept, all of these functions must "think consumer." They should work in harmony to provide superior customer value and satisfaction (Kotler and Armstrong, 2008:65).

5.1.3 Product

Means the need satisfying offering of a firm. The idea of product as potential customers satisfaction or benefits is very important. Many business managers trained in the production side of business get wrapped up in the technical components, like transistors and screws. These are important to them, but components have little effect on the way most customers view the product. Most customers think about products in terms of the total satisfaction they provide. Providing satisfaction may require more than a physical good with the right features, useful instruction, a convenient package, a trustworthy name, and perhaps even a similar name that cuts shopping risk by identifying a product that has satisfied the consumer in the past (Parkinson, and Others 2003:132).

5.1.4 Market

A market is concerned with a number of buyers and sellers who carry out exchange transactions with one another. If the number of buyers and sellers is large, the market will also be large and complex. If the number is small, the market will be small and simple. The term marketing has emerged from the word market. We cannot think of marketing without a market because it is the central place where the buyers and sellers interact with one another and assert their own bargaining powers. The market contains products, tangible and intangible that are offered and accepted. A market is large or small depending upon the grouping of customers. The markets that concentrate on the fulfillment of basic needs are called need markets; the markets where manufacturers' goods are available are called product markets; the markets that concentrate on any particular generation, sex or attitude are called demographic markets; the markets that concentrate on a particular area, locality, region, country, etc. are called geographic markets. This type of grouping may be extended to non customers as in the cases of voter markets, money market, etc. (Monga and Anand, 2003:13-14).

5.1.5 Suppliers

Suppliers form an important link in the company's overall customer value delivery system. They provide the resources needed by the company to produce its goods and services. Supplier problems can seriously affect marketing. Marketing managers must watch supply availability. Supply shortages or delays, labour strikes, and other events can cost sales in the short run and

damage customer satisfaction in the long run. Marketing managers also monitor the price trends of their key inputs. Rising supply cost may force price increases that can harm the company's sales volume. Most marketing today treat their suppliers as partners in creating and delivering customer value (Kotler and Armstrong, 2008:65).

5.1.6 Intermediaries

Marketing intermediaries help the company to promote, sell, and distribute its products to final buyers. They include resellers, physical distribution firms, marketing services agencies, and financial intermediaries. Resellers are distribution channel firms that help the company find customers or make sales to them. These include wholesalers and retailers, who buy and resell merchandise. Selecting and partnering with resellers is not easy. No longer do manufacturers have many small, independent resellers from which to choose. They now face large and growing reseller organizations.

Physical distribution firms help the company to stock goods from their points of origin to their destinations. Working with warehouse and transportation firms, a company must determine the best ways to store and ship goods, balancing factors such as cost, delivery, speed, and safety. Marketing service agencies are the marketing research firms, advertising agencies, media firms, and marketing consulting firms that help the company target and promote its products to the tight markets. Financial intermediaries include banks, credit companies, insurance companies, and other businesses that help finance transactions or insure against the risks associated with the buying and selling of goods (Kotler and Armstrong, 2008:66).

5.1.7 Competitors

A large part of the organization's activities is affected by the competitors in the market. A firm has to be prepared not only for the competitors manufacturing the same product but also for those that manufacture substitutes. Competitors always keep affecting the organization because the business world is expanding day-by-day and new competitors are emerging on the screen. Competitors come with certain objectives which are not always easy to analyze. Yet the organization can try to assess on which particular objective the competitor is laying greater stress: Whether in profit earning or growth etc. It requires deep scanning and keen scrutiny on the part of the organization to understand the competitors' strategies and accordingly make its

own. It is not only the present strategies that have to be analyzed but also the possible further plans of the competitors as to how that are likely to go in for expansion.

Every competitor has its own strengths and weaknesses. It is advisable for the organization to conduct a brief survey and collect the information about the competitors through primary and secondary sources. Knowing the strengths and weaknesses can be of great help because on that basis the organization can catch the weak nerve of the competitor and can derive the best advantage out of it. Competitors teach a number of lessons to withstand the competition. They stimulate its risk taking capability which may prove to be highly profitable to the organization in the long run. Competitors act as a goading factor. But it is always advisable to top the weaknesses of the competitors who are at a higher level. Too much effort should not be wasted on the weak (Monga and Anand, 2003:58).

5.1.8 Publics

The company's marketing environment also includes various publics. A public is any group that has an actual or potential interest in or impact on an organization's ability to achieve its objectives. We can identify seven types of publics.

- **Financial publics** influence the company's ability to obtain funds. Bank, investment houses, and stock holders are the major financial publics.
- **Media publics** carry news, features, and educational opinions. They include newspapers, magazines, and radio and television stations.
- **Government publics'** management must take government developments into account. Marketers must often consult the company's lawyers on issues of product safety, truth in advertising and other matters.
- **Citizen action publics** A company's marketing decision may be questioned by consumer organizations, environmental group, minority group, and others. Its public relations department can help it stay in touch with consumer and citizen groups.
- **Local publics'** neighborhood residents and community organizations. Large companies usually appoint a community relation officer to deal with the community, attend meeting, answer equations, and contribute to worthwhile causes.

- **General public** A company needs to be concerned about the general public's attitude toward its products and activities. The public's image of the company affects its buying.
- **Internal publics** include workers, managers, volunteers, and the board of directors. Large companies use newsletters and other means to inform and motivate their internal publics. When employees feel good about their company, this positive attitude spills over to external publics.

A company can prepare marketing plans for these major publics as well as for its customer markets. Suppose the company wants a specific response from a particular public, such as goodwill, favorable word of mouth, or donations of time or money. The company would have to design an offer to this public that is attractive enough to produce the desired response.

(Kotler and Armstrong, 2008:67).

5.2 External Environment

5.2.1 Demographics

Demographics are the statistical characteristics of your market. They include its size, age distribution, family composition, ethnic mix, mobility, and geographical distribution.

A shift in population, such as the birth rate decline that started in 1964, is both an opportunity and a threat. Johnson & Johnson, which originally sold a line of baby shampoo, oil, and powder responded to the decline in birthrate by promoting its products to adults. Johnson & Johnson turned a potential problem into an opportunity.

To other industries such as hotels, restaurants, and airlines, a lower birthrate represents opportunity because smaller families mean more time and income for traveling and dining out. Recently, the Rockies in Montana, Idaho, Wyoming, Utah, Colorado, and New Mexico have replaced California as the new American heartland. Low crime, fresh air, beautiful scenery, and old, backcountry values have attracted the new cowboy the young professional telecommuter.

Due to downsizing from corporate restructuring, easy accesses through data communication, computers, and fax machines, the Rockies have attracted the new high-tech manager. The shift to the Rockies will increase the demand for housing and household goods. As well, it represents

opportunities for local companies that sell furniture, gardening tools, and cooking equipment. It means high profits to astute companies that cater to the new lifestyle.

An aging population means lower motorcycle sales but a higher demand for quality clothes. The increased number of immigrants from countries where the extended family is an integral part of tradition, means that salespeople have to adapt their style to suit families as opposed to individuals. Changing family composition and better-educated consumers and other demographic social forces that companies need to monitor (Cyr and Others, 2002:27).

5.2.2 Technology

A customer's only loyalty is to a better product. Exceptions exist, but how many people do you know who still use a slide rule or abacus for calculations, watch black and white television, or use a carbon copy instead of a photocopy? A change in technology can have rapid and drastic effects on entire industries.

Keeping track of new technology leads to product innovations and new systems that can help you operate more effectively and efficiently. New technology may mean lower production costs, more efficient inventory control, and better management information systems. Lower production costs mean you can charge a lower price and gain a greater market share. Efficient inventory

control means better product delivery to customers. A better management information system allows you to make better decisions about what price to charge, what product to offer, or which advertising campaign creates the greatest impact. New technology needs to be complemented with a knowledge-based work force to gain a competitive advantage.

You need to keep track of new technology if you want your business to survive. However, new technology, like research, must be evaluated for its benefits. Does it improve product quality, help lower production costs, or improve your information system and help you make better decisions? Technology that improves customer service is an investment. Any other type of technology is a cost.

Technology needs to be used to serve customers better. Hotel and airline computer reservation system, voice mail, library electronic search systems, and remote control devices are examples of innovations designed to serve people better. A yearning for the "good old days" is a longing for a

time when human relations were more important than technology or mechanical systems. Technology should add to your customer service, not detract from it. (Cyr and Others, 2002:28).

5.2.3 Culture

Each country has its own set of values, rituals, customs, and taboos; its own culture a pioneer in cross cultural studies, once said, “Interaction in the hub of the universe and everything grows from it.” A large component of interaction is communication. For instance, Americans like to explore areas of difference, express personal difference, and arrive at conclusion when they discuss things. The Japanese avoid conflict in their discussions and look for areas of consensus. The difference has profound implications on how you negotiate contracts or advertises (Cyr and Others, 2002:136).

5.2.4 Economic

Markets require purchasing power as well as people. The available purchasing power in an economy depends of current income, prices, saving, debt, and credit availability. Markets must pay close attention to major trends in income and consumer spending patterns.

- ***Subsistence Economies*** In a subsistence economy, the vast majority of people engage in simple agriculture. They consume most of their out and barter the rest of simple goods and services. They offer few opportunities for marketers.
- ***Raw-material Exporting Economies*** These economies are rich in one or more natural resources but poor in other respects much of their revenue comes from exporting these resources.
- ***Industrializing Economies*** In an industrializing economy, manufacturing begins to account for between 10 to 20 % of the country’s gross national product.
- ***Industrial Economies*** Industrial economies are major exporters of manufactured goods and investment funds. They buy manufactured goods from each other and also export them to other types of economies in exchange for raw materials and semi finished goods. The large and varied manufacturing activities of these industrial nations and their sizable middle class make them rich markets for all sorts of goods (Kotler, 1994:158).

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter is dedicated to data presentation, analysis and interpretation of the study based on the data gathered from the respondent customers and interview.

All the data were collected through questionnaires containing close and open ended questions and through interviewing the manager of Tsehay Ali Mohammed General Importer Company. A total of 150 copies of the questionnaire were distributed to the customers but only 131 of them were willing to filling out and return the questionnaire. This resulted in 87.33% rate of return.

The information obtained from the company's manager and the customer is summarized using convince (accidental) statistical where by raw data is computed in percentage. The summarized data is then analyzed by applying descriptive analysis method using table, following explanations. At last, interpretation is made to demonstrate implications of the major finding.

Table 3.1 General characteristics of the respondents

Below describes the demographic characteristics of the respondents including sex, age, educational level and occupation.

Table1.Demographic Characteristics of the respondents

No	Items	No	%(percentage)
1	Sex		
	A. Male	96	73.28
	B. Female	35	26.67
	Total	131	100%
2	Age		
	A. 18-30	31	23.66
	B. 31-40	79	60.30
	C. 41-50	11	08.39
	D. 51-60	10	07.63
	E. Above 61	-	-
	Total	131	100%
3	Education		
	A. High School	9	06.87
	B. Certificate	35	26.71
	C. Diploma	51	38.93
	D. Degree	36	27.48
	E. 2 nd Degree & above	-	-
	Total	131	100%
4	Occupation		
	A. Private Company	19	14.50
	B. Business Person	86	65.64
	C. Government Company	26	19.84
	D. If there is other please specify	-	-
	Total	131	100%

The first item of table 1, on the previous page summarizes the gender category of the respondents. From the total customer respondents 96(73.28%) were male, while the rest 35(26.71%) were female. This indicates that male took the highest share than females.

In relation to age category shown in item 2 of table 1, from age 18 – 30 comprise of 31(23.66%) from age 31 – 40 comprises of 79(60.30%), age 41 – 50 comprises 11(8.39%) of the respondents, age 51 – 60 comprises 10(7.63%) of the respondents and non of the respondent were above age 61.

Regarding educational background of the respondents 9(6.87%)of them were high school level, 35(26.71%)of them were certificate holders, 51(38.93%) of them were diploma holders, 36(27.48%) of them were degree holders. This figure shows us all can give sound information to the study since the majority have completed diploma.

The fourth item of Table1, the occupation of the customer respondents from the total customer respondents 19(14.50%) were private company, 86(65.64%) of the respondents which covers the largest portion of the respondents were business person and the rest 26(19.84%) of the respondents were government employed.

3.2 Analysis of the major finding

The student researcher under this particular study has tried to analyze the marketing practices of Tsehay Ali Mohammed General Importer company. To examine the practices of the case company and to collect to the required data questionnaires were distributed to targeted customers of Tsehay Ali Mohammed company's and session has made with the General manager of Tsehay Ali Mohammed Company. Accordingly, the collected data are presented, analyzed and interpreted as follows.

Table 2 Customer towards market development practices of Tsehay Ali Mohammed General Importer.

No	Items	No	%(percentage)
1	How long have you been a customer of Tsehay Ali Mohammed Products?		
	A. Less than 1 year	4	03.05
	B. From 1-3 years	62	47.32
	C. From 4-6 years	28	21.37
	D. From 7-9 years	37	28.24
	E. 10 years & above	-	-
	Total	131	100%
2	Do you recommend Tsehay stationary material to someone else?		
	A. Yes	65	49.61
	B. No	66	50.38
	Total	131	100%
3	If the answer is 'No' what are the reason you don't tell others? (you can choose more than one)		
	A. Quality	10	13.84
	B. Price	16	24.61
	C. Accessibility	9	13.84
	D. Price & Accessibility	31	47.69
	E. If others please specify	-	-
	Total	66	100%

As it can be seen in item 2 of the same table 4(03.05%) of the respondent were customers for less than 1year, 62(47.32%) of them from 1 – 3years, 28(21.37%) respond from 4 – 6 years, 37 (28.24%) of them 7 – 9 years. In the above figure most of the customers were from 1-3 years users.

As it can be shown in item 3 of table 2, 65(49.61%) recommended Tsehay Ali Mohammed stationary material to someone else, were 66(50.38%) they didn't tell others.

As it can be seen in the last items of the same table related to the above mention the reason for they didn't recommend to someone else 10(13.84%) of the respondents are quality, 16(24.61%) of the respondents are price, 9(13.84%) of the respondents are accessibility, and the rest of the respondents were two answer 31(47.69%). As it can be shown the above figure the majority of the respondent fills two answers that are price and accessibility. From this figure the student research infers that the company is faced with price and accessibility problem.

Table3. Comparing Tsehay Ali Mohammed products with its competitor's products.

No	Items	No	% (percentage)
1	How do you evaluate the availability of Tsehay Ali Mohammed Stationary materials compared to its competitor?		
	A. Very Good	-	-
	B. Good	18	13.74
	C. Medium	31	23.66
	D. Poor	51	38.93
	E. Very Poor	31	23.66
	Total	131	100%
2	How do you evaluate the company's stationary materials product quality to its competitors?		
	A. Very Good	22	16.79
	B. Good	21	16.03
	C. Medium	38	29.00
	D. Poor	50	38.16
	E. Very Poor	-	-
	Total	131	100%
3	How do you rate the company's stationary materials price to its competitors?		
	A. Very High	36	27.48
	B. High	55	41.98
	C. Medium	40	30.53
	D. Low	-	-
	E. Very Low	-	-
	Total	131	100%

As shown in item 1 of table 3 on the previous page, 18(13.74%) of respondents replied good, 31(23.66%) respondents replied medium, 51(38.93%) respondents replied poor, and the remaining respondents choose 31(23.66%) respondents replied very poor. This implies that the 51(38.93%) of the majority of the respondent comprises product availability as poor. The student research infers that the company faced availability problem.

Moreover from item 2 of the same table 3, 22(16.79%) of the respondent product quality is very good, 21(16.03%) of respondent good, 38(29.00%) replied medium, 50(38.16%) of respondent poor. This implies that the 50(38.16%)of the majority of the respondent comprises product quality as poor. The finding suggests that the company's product quality not good. This infers that the company faced with product quality problem.

As it shown in item 3 on table 3, 36(27.48%) of respondent replied very high, 55(41.98%) respondent indicate high, 40(30.53%) of respondents answer medium. From the above figure the finding denoted that the majority of the respondent rated Tsehay Ali Mohammed product price higher than the competitors' products. This infers that company faced price problem. With regard to the company manager interview, company's try to concentrated quality of the product, May customers are giving to complain compared to its competitor product.

Table 4. Expectation and the perception on the company product.

No	Items	No	Percentage %
1	How do you evaluate the quality of the company's stationary materials compared to its price?		
	A. Very good	8	06.10
	B. Good	27	20.61
	C. Medium	27	20.61
	D. Poor	60	45.80
	E. Very poor	9	06.87
	Total	131	100%

As shown in item 1 of table 4, 8(06.10%) of the respondents choose very good, 27(20.61%)of the respondents replied good and medium, 60(45.80%)of the respondents replied poor the rest of the respondent 9(06.87%) choose very poor. From the above figure the finding denoted that majority of company customers not agree for the quality of the product with related to the price by 60(45.80%) rate. This infers that the company's faced with product quality problem compared with its price. With related to company manager interview, company's tried to bring equivalent product price with quality product to the customer because, customers are price sensitive.

Table 5. The uniqueness, quality and accessibility of the company products.

No	Items	No	Percentage %
1	How do you evaluate the company in understanding customer need?		
	A. Very good	-	-
	B. Good	22	16.79
	C. Medium	40	30.53
	D. Poor	12	09.16
	E. Very poor	57	43.51
	Total	131	100%
2	How do you evaluate the Employees (sales people's) friendliness?		
	A. Very good	16	12.21
	B. Good	6	04.58
	C. Medium	40	30.53
	D. Poor	7	05.34
	E. Very poor	62	47.32
	Total	131	100%
3	How do you evaluate employees (sales people) knowledge?		
	A. Very good	-	-
	B. Good	20	15.26
	C. Medium	29	22.13
	D. Poor	82	62.59
	E. Very poor	-	-
	Total	131	100%
4	How do you evaluate employees (sales people) promptness?		
	A. Very good	22	16.79
	B. Good	16	12.21
	C. Medium	39	29.77
	D. Poor	49	37.40
	E. Very poor	5	03.81
	Total	131	100%

Regarding to the above table 5, company understanding of customer, 22(16.79%)of respondent answered good, 40(30.53%)of the respondent choose medium, 12(09.16%)of respondent choose poor and, 57(43.51%) of respondent choose very poor and none of the respondent answered very good. From the above figure company's understanding for the customer is very poor this implies that the company not has customer handling mechanism. This infers that the company faced understanding of customer need problem.

As shown in table 5 item 2, 16(12.21%) respondents replied very good, 6(04.58%) respondents replied good, 40(30.53%) respondents replied medium, 7(05.34%) respondents replied poor, and 62(47.32%) respondents replied very poor. From this figure the student researcher face the sales people's friendliness is very poor. This infers that company's sales people problem using friendly.

As it can be seen related to the above mention table 5 on item 3, 20(15.26%) respondents replied good, 29(22.13%) respondents replied medium, 82(62.59%) respondents answered poor. From the above figure the majority of the respondent answered poor. So, the company employee knowledge is relatively poor. This infers that company is faced employee knowledge problem.

Finally in table 5 on item 4, 22(16.79%) respondent were choose very good, 16(12.21%)respondent filed good, 39(29.77%) respondents answered medium, 49(37.40%) respondent choose poor, and the rest 5(03.81%) respondents answered very poor. From the above figure the finding is shown company employee or sales people promptness is poor. This infers that company is faced with employee or sales people promptness problem.

Table 6. Customer responses related to complain.

No	Items	No	Percentage %
1	How do you assess the company's responsiveness in answering customer's complain?		
	A. Very good	-	-
	B. Good	29	22.13
	C. Medium	32	24.42
	D. poor	56	42.78
	E. Very poor	14	10.68
	Total	131	100%

As it can be indicated in item 1 of table 6, 29(22.13%) respondent replied good, 32(24.42%) respondents answered medium, 56(42.78%) respondents answered poor, 14(10.68%) respondents answered very poor. From the above finding this infers that company's faced with responsiveness for customer complain problem. With regard to the literature customer complain help to the company's to make up sales and cross sales in improving sales to existing customer.

3.3 Interview analysis

3.3.1 Response of interview with the manager of Tsehay Ali Mohammed

General Importer

The student researcher had interviewed the company's manager to get some basic information towards the company market development strategy and related interviews. The company has market development strategy but not implementing practically has only in black and white forms. The company has been tries to implementing market development strategy but to the commitment of the need of the market factors that affect the strategy. As per the manager these are analyzing the customer need, establishing objectives, pattern of distribution, economic criteria and distribution strategy.

As the manager said so many challenge of the company based on the market development doing practically. One of the problems is finance, un availability of the material like size, type, color, quantity etc. And no access in order to know where the market each because of country internet is very poor.

Based on the above mentioned the student researcher ask the company strategy to keep customer for a long time the manager said the company doing market survey and accepting customer comments and complain, looking at the sales volume of the company and the last company have customer data base based on that system company's contact the customer and trying to keep the customer being for a long time.

At last, according to the information obtained from the manager dissatisfying customer accept the company and analyzing the customer's needs and customer's desired service output level from these analysis company give the appropriate solutions.

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATION

From the analysis and interpretation made in the previous chapter the following summary, conclusion and recommendation are drawn.

4.1 Summary

- The majority of respondents (73.28%) were male while the rest (26.67%) were female.
- Age wise majority of the respondents were between the age 31-40.
- Concerning the respondents occupation majority about (14.50%) of respondents were private company, (65.64%) and (19.84%) were business person and government employee respectively.
- Regarding to the period of stay with the company, majority of the respondent (47.32%) rated 1-3 years.
- Regarding recommending the company to someone else, majority of the respondents (50.38%) replied “No”.
- With regard to the reason why customers don’t recommend to others, majority (47.69%), (24.61%) replied price and accessibility and price respectively.
- Regarding the availability of the product, majority of the respondents (38.93%) of them rated poor, (23.66%) of the respondents rated medium and very poor.
- With regarding to the company’s product quality compared with its competitors, majority of the respondents (38.16%), (29.00%) rated as poor and medium respectively.

- With regarding to the company's product price compared with its competitor, majority of the respondents (41.98%) and (30.53%) rated high and medium respectively.
- Regarding to the company's understanding to customer needs, majority of the respondents (43.51%) rated very poor, (30.53%) rated medium.
- Regarding to the company's employee knowledge, majority of the respondents (62.59%) rated poor and the rest (22.13%) rated medium.
- Regarding to the company's employee promptness, majority of the respondents (37.40%), (29.77%) rated poor and medium respectively.
- Regarding to the company's responsiveness, majority of the respondents (42.78%) rated poor, (24.42%) rated medium.

4.2 Conclusions

Based on the objective of this study and the research finding obtained through the survey conducted with the company's customers, the student researcher can conclude that the company's market development practice is experiencing better aspects and also weak sides. In most company's customer evaluations, it is learned that there is a gap between their expectation and the company performance. Besides the company's market development have also exhibited most of the company's weak sides.

- According to the finding the company is facing product shortage (product availability).
- As it is discovered in the research finding the company's employee knowledge, friendliness and promptness are weak. From this factors in return affects the company's overall operation, thus create customer dissatisfaction.
- As it revealed in the research finding, respondents shows product in terms of price, quality and accessibility is not enough, this might force the company loose and subsequently end its existence in the market.
- The study revealed that customers do not have a long relationship with the company.

4.3 Recommendations

Market development practice in Tsehay Ali Mohammed Company were interpreted, summarized and concluded. Based on the conclusion drawn the student researcher have forwarded the following recommendations.

- There are a lot of competitors in the current market environment. Failing to dissatisfy customer will cause shifting customers to other competitors company. If customers don't receive product on time, they will be dissatisfied and disappointed. The company should maintain consistency and reliability in meeting the schedule.
- The company has to keep up its product availability and more doing than the current market development strategy.
- To make the employee competent in their job the company should provide long term and short term training. In addition the company should use different motivation strategy for a better employee performance.
- The company should revise market development strategy time to time in accordance with the industry (market) and competition.
- In general to avoid the major problems related with developing its market company should use strategy and keep the customer being a long time.
- The company should conduct marketing research to evaluate itself, to collect reliable data about the target customer to understand their preference, and also to evaluate the performance of the company.

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Appendices

Appendix A

St. Mary's University College
Business Faculty
Marketing Management Department
Questionnaire to be filled by customer.

Dear respondents.

This questionnaire is prepared by the prospective graduate student researcher of year 2013 in the field of marketing management for the partial fulfillment of a senior thesis. This questionnaire is prepared to assess the overall market development practices of Tsehay Ali Mohammed general importer company. To identify the problem related to market development of the company.

The output of this questionnaire will have greater contribution for the company's to improve market development practices and its market development performance your kindly willingness and accurate feedback in answering the question will be helpful for the research. Therefore, please kindly extend your cooperation by frankly and honestly responding to the items contained in this questionnaire.

Notice:-

- Writing your name on the questionnaires not necessary
- For items with an alternative responses, please mark (√) in the provide box.
- If the questions are related to your personal opinion write it shortly on the space provided.

General information

1. Sex

A. Male

B. Female

2. Age

A. 18-30

B. 31-40

C. 41-50

D. 51-60

E. 61 and above

3. Educational level

A. High School

B. Certificate

C. Diploma

D. Degree

E. 2nd degree and above

4. Occupation

A. Private Company

B. Business Person

C. Government Company

D. If there is other please specify _____

Related to market development practice questions.

5. How long have you been a customer of Tsehay Ali Mohammed Products?

A. Less than 1 year

B. From 1-3 years

C. From 4-6 years

D. From 7-9 year

E. 10 years and above

6. How do you evaluate the availability of Tsehay Ali Mohammed stationary materials compared to its competitor?

A. Very good

B. Good

C. Medium

D. Poor

E. Very poor

7. How do evaluate the quality of the company's stationary materials compared to its price?

A. Very good

B. Good

C. Medium

D. Poor

E. Very poor

8. How do evaluate the company's stationary materials product quality to its competitors?

- | | | | |
|--------------|--------------------------|---------|--------------------------|
| A. Very good | <input type="checkbox"/> | B. Good | <input type="checkbox"/> |
| C. Medium | <input type="checkbox"/> | D. Poor | <input type="checkbox"/> |
| E. Very poor | <input type="checkbox"/> | | |

9. How do you rate the company's stationary materials price to its competitors?

- | | | | |
|--------------|--------------------------|---------|--------------------------|
| A. Very high | <input type="checkbox"/> | B. High | <input type="checkbox"/> |
| C. Medium | <input type="checkbox"/> | D. Low | <input type="checkbox"/> |
| E. Very low | <input type="checkbox"/> | | |

10. Do you recommend Tsehay Ali Mohammed stationary materials to someone else?

- | | | | |
|--------|--------------------------|-------|--------------------------|
| A. Yes | <input type="checkbox"/> | B. No | <input type="checkbox"/> |
|--------|--------------------------|-------|--------------------------|

11. If the answer is "No" what is the reason you don't tell for others?

(you can choose more than one)

- | | | | |
|-------------------------|--------------------------|----------------------------|--------------------------|
| A. Quality | <input type="checkbox"/> | B. Price | <input type="checkbox"/> |
| C. Accessibility | <input type="checkbox"/> | D. price and accessibility | <input type="checkbox"/> |
| E. Other please specify | _____ | | |

12. How do you evaluate the company in understanding customers need?

- | | | | |
|--------------|--------------------------|---------|--------------------------|
| A. Very good | <input type="checkbox"/> | B. Good | <input type="checkbox"/> |
| C. Medium | <input type="checkbox"/> | D. Poor | <input type="checkbox"/> |
| E. Very poor | <input type="checkbox"/> | | |

13. How do you assess the company's responsiveness in answering customer's complain?

- | | | | |
|--------------|--------------------------|---------|--------------------------|
| B. Very good | <input type="checkbox"/> | B. Good | <input type="checkbox"/> |
| C. Medium | <input type="checkbox"/> | D. Poor | <input type="checkbox"/> |
| E. Very poor | <input type="checkbox"/> | | |

14. How do you evaluate the employees (sales people's) friendliness?

C. Very good	<input type="checkbox"/>	B. Good	<input type="checkbox"/>
C. Medium	<input type="checkbox"/>	D. Poor	<input type="checkbox"/>
E. Very poor	<input type="checkbox"/>		

15. How do you evaluate employees (sales people) knowledge?

A. Very good	<input type="checkbox"/>	B. Good	<input type="checkbox"/>
C. Medium	<input type="checkbox"/>	D. Poor	<input type="checkbox"/>
E. Very poor	<input type="checkbox"/>		

16. How do you evaluate employees (sales people) promptness?

A. Very good	<input type="checkbox"/>	B. Good	<input type="checkbox"/>
C. Medium	<input type="checkbox"/>	D. Poor	<input type="checkbox"/>
E. Very poor	<input type="checkbox"/>		

17. If you have any idea, comment or suggestion that can contribute for any problem for Tsehay Ali Mohammed General Import Company, please specify in short.



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Appendix B

Business Faculty

Department of Marketing Management

Interview questions prepared to Tsehay Ali Mohammed General Importer Manager

This interview is prepared by the student researcher, to support research report to be submitted to St. Mary's University College for the partial fulfillment of Degree in Marketing Management. The purpose of this study is to Assess Market Development Practices in Tsehay Ali Mohammed General Importer.

Thanks to in advance for your cooperation.

1. What is your market development strategy?
2. How does the company conduct market survey for development it's market?
3. Do you have budget allocation for market development (in the form of promotion)?
4. Do you believe the budget is good enough?
5. How effective and efficient your company's distribution strategy?
6. Do you think your company market meet your customers need?
7. How do you handle your customer's complaint?
8. Can you identify the major challenges and problems that your company faced during market development?
9. How do you evaluate your company's market development strategy?
10. How do you evaluate your product price compare to its competitors?
11. How do you evaluate your quality of product compared to its competitors?
12. Do you have distribution strategy?
13. Is that good enough your distribution (coverage area)?
14. Where your products found?
15. What measures are taken by the company to minimize problems that are related to the market development relation practice?

Declaration

The undersigned, declare that this senior essay is my original work, prepared under the guidance of W/t Meaza G/Medhin. All sources of materials used to the manuscript have been dully acknowledged.

Name: Mekdes Girma

Signature: _____

Place of submission: St.Mary's university college.

Date of submission: _____

SUBMISSION APPROVAL SHEET

This senior essay has been submitted for examination with my approval as an advisor.

Name: _____

Signature: _____

Date: _____