

ASSESSMENT OF MARKETING STRATEGY IMPLEMENTATION IN ST. GEORGE BREWERY SHARE COMPANY (BGI) IN ETHIOPIA

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Abstract: *The purpose of the research paper is to evaluate the marketing strategy implementation of St. George Brewery Share Company. The data collection techniques of the study were by both primary and secondary data gathering tools are used. The primary data accompanied in the form of individual interviews with hotel administrators and closed ended and open ended questionnaires were dispersed to customers of company product users. The choices of the respondents were carry out by means of purposive sampling study technique. Marketing strategy of St. George Brewery Share Company is moderately implemented through its customers; because the customers have lesser knowledge about the marketing strategy of the company. It provides lesser quality beer product to the customers compare to other brewery company especially in the city of Addis and with expensive prices, and excellent distribution strategies. Despite the fact that, the marketing strategies of St. George Brewery Share Company are implemented successfully and some problems are faced. These are Economic problems, high competition in the brewery industry, technological problems, and socio cultural problems were the main issue. Finally, in a highly competitive brewery industry a company should assess all the marketing strategy by observing the internal as well as the external parties.*

Key words: Marketing strategy, Marketing Mix's, St. George Brewery Share Company

1. INTRODUCTION

1.1 Background of the Study

Marketing strategy is a method that can permit the institution to focus its partial assets on the highest prospects to raise sales and attain a maintainable competitive benefit. An accepting of business strategy and competitive advantage is significant for marketing strategy growth (Cravens 1994). A marketing strategy would be focused on the important thought that consumer fulfillment is the key objective. Marketing strategy is focused with the discovery of sustainable ways for organizations to complete uninterrupted altering world (Dalrymple and Parson, 1995).

Marketing strategy is the process of planning and practicing firm policies in the direction of applying company objectives in harmony with the firm dream. Marketing strategies



contain overall ones such as price discount for market portion development, product differentiation, and market segmentation, as well as various particular strategies for actual parts of marketing.

A marketing strategy summarizes the way in which the marketing mix is used to invite and fulfill the target markets and achieve a firm's goals. Industry vendors deprived of a proper marketing contextual often think of marketing in terms of promoting, publicity and advertising actions. However those are significant features of marketing, they are actions that help the whole marketing strategies of the industry that construct a concrete trademark. Consequently, marketing strategy is mostly fruitful when it is an important portion of firm mission, target marketing, marketing mix and fundamentally how the companies will efficiently participate consumers, forecast, and rival in the marketplace (Dibb, 2005).

St. George Brewery Share Company was established in 1922 by a Belgium nationalist Mussie Dawiet Hale. The factory was set of contacts with reserved premise to make the country's primary bottled alcoholic drink. St. George Brewery Share Company is found near to Mexico square, Addis Ababa and currently owned by BGI Ethiopia, globally admired brewing company that functions in numerous nations. BGI entered the Ethiopian market in 1998, before the privatization BGI had a market share of about 70 percent. Until recently BGI owned three breweries including St. George Brewery in Addis Ababa, Kombolcha Brewery and The Hawassa Brewery with a combined production capacity of 3.6 million hectoliters of bottled and draft beer annually. In February 2018 BGI Ethiopia agreed to buy a 58 percent stake in Raya Brewery, placing BGI come to number two in terms of market share in the brewery industry next to Heineken Ethiopia. BGI, owner of St. George and Castel brands, recently bided for Raya at 2.5 billion birr and for the Zebider brand from Unibar, the Belgium-based company via its owner, The Castel Group, as a strategy uses the factories of these brands instead of constructing new factories to appease the local marketplace.

The purpose of this research is to evaluate the marketing strategy of St. George Brewery Share Company and to classify whether it was associated over and done with the target marketing, marketing mix, and common task of declare consumer wants.

1.2 Statement of the Problem

According to recent marketing concepts, while selling is concerned with creating demand for the products that have already been decided, marketing is directed towards identifying the needs and wants of consumers and planning to satisfy those needs. Hence, in this context, the necessity of understanding the needs and wants of consumers to marketing could be taken to the bone, the tendon, and the ligament of business without which any articulation can take place (Gabdamosi, 2000 as cited in Tajudeen Olalekan Yusuf, 2009). Currently high expectations of consumers need, technological discontinuities and an increase rate of environmental uncertainties business managers face a big challenge. Due to this different factors business managers making the right choice of marketing scheme. St. George Brewery Share Company might look through certain difficulties while practicing the marketing strategies.

The study tried to evaluate difficulties allied with the marketing strategy in St. George Brewery Share Company, and the finding of this research mainly aids the firm in enabling to plan the suitable marketing implementation in hotel managers and consumers of the company product users. Very few literatures are available in the area of assessment of marketing strategy in the Brewery factory. Finally, the study mainly aids the firm in allow to developing a suitable marketing implementation for hotel managers and consumers of a company product user.

1. What is the marketing mix components developed for marketing strategies?
2. How the company segmenting, targeting, and positioning its product to win its competitor and to attain company's objectives?
3. In what way the marketing strategies are implemented by the firm that associated with its target market and marketing mix to fulfill consumer want of the factory product?
4. In practicing the marketing strategies what are the difficulties faced?



2. LITRATURE REVIEW

2.1 Concept in Marketing Strategy

Marketing strategy can be defined as “the total sum of the integration of segmentation, targeting, differentiation, and positioning strategies intended to generate, interconnect, and carry an offer to a target market.”(El-Ansary, 2006: 268). Generally, talkingwith the idea of marketing strategy cover “any approach drawn for the successful achievement of firm’s overall marketing objective” (Bridges et al., 2007).

In the word of Kotler, marketing strategy is the marketing of decision by which the firm unit believe to attain its selling goals. It contains of market judgment on the company’s marketing expenditures, marketing mix, and distribution in relation to expectedcircumstance and competitive condition (Kotler, 2007).

2.2 Growth of Marketing Strategies

By way ofgrowing market strategies, the institution is trying to increase more sales from an existing trade line or generate freshmarketplaces. When you discus the growth of marketing strategies, around 4comprehensivemarketing strategies:-

Market Penetration: Market Penetrationapproachincludesgrowing the transactions of present-daygoods and services in currentmarketplaces. This a suitable approaches when the present market is solid and developing. Satisfaction of this strategy might includeinvitingfreshclients. Additionalmeans to achieve a market penetration strategy contain more intensive hard work to allocate the item for consumption and extrahostileadvertising.

Market Development: A second growth strategy includesintroducing sales of existing goods and services in freshmarketplaces, a **Market Development** strategy. This strategy is followed when existing markets are quietinterims of growth and market share gains should be difficult to attaindue tosolid, overridingrivals.

Product Development: A third institutional growing approach is **Product Development**, which includes providing new goods to current markets. It is the creation of fresh or different item for consumption that offers inventive new profits to the final consumer.

Diversification: The fourth growth strategy, **Diversification**, involves increasing new goods or services for fresh markets. This strategy is followed when the growth in existing markets is slow down or when ecological changes—be they social, hi-tech, financial, controlling make it dangerous to keep on present-day markets.

2.3 Elements of marketing Strategy

In agreement to achieve the marketing goals, we want to cover a plan that contains different components. Here there are four main essentials that are used in the literature to clarify the part of marketing strategy. These are the Target market, Segmentation, Positioning and the marketing mix (Roger Brooks Bank, 1994, pp.10-14).

2.3.1 Market Segmentation, Market Targeting and Positioning

Market segmentation: Market segmentation is the identity shares of market that are diverse from one another. Segmentation agrees the company to healthier content the needs of its potential customer, producer must know that they cannot request to all buyers in similar method. Buyers are too various, too broadly scatters and too diverse in their wants are buying performs. And diverse firms vary broadly in their abilities to work for diverse sections of a marketplace. The major ways to segment a market should be established on geographic, demographic, behavioral, psychographic or life style segmentation.

Market Targeting Strategies: On one occasion the firm has known its market segment chances, it is prepared to pledge market steering. Here marketers evaluate every segment to outline how many and which ones to target and come in. Around three main target marketing approaches indistinguishable, focused, and discriminated.

Positioning: It is the action of scheming the firm's contribution and appearance to inhabit a unique place in the target markets attention. Final outcome of positioning is the fruitful

formation of a market absorbed in assessment of preposition, a convincing purpose why the goal of market would purchase goods.

2.3.2 Mixof Marketing

A word created by Neil Borden are the component that group to capture and sponsor a products exceptional ,retailing points and those that distinguish it from its opponents .The idea after Borden’s model were condensed above the years till E. Jerome McCarthy summarized them to 4 components identified as “The 4 Ps.” -Product, Price ,Promotion and Place/Distribution.

2.3.2.1 Product Strategy

It stipulates market wants may be helped by diverse manufactured goods and services. It is a firm’s item for consumption plans, accordingly linked to market approaches, which ultimately came to control universal approach and the essence of a business.

Product Positioning Strategy: The word arranging mentions to assigning a trademark in that portion of the market wherever it will accept a fortunate welcome matched in rival goods. Positioning is attained by using marketing mix variables, particularly design and communication’s granting difference through positioning is extra observable in customer products; it is similarly factual business properties. By means of certain goods, positioning can be attained on the foundation of touchable differences, with numerous others, untouchables are accustomed to distinguish and position goods (Andrew, 2001).



Product Elimination Strategy: Marketers have thought for a long time that sick products would remove. It is only in recent Years that this beliefs that became a substance of strategy. If a product's characterreduces or if it does not fit into the selection, it ceases to be significant. When a product spreads the phase where continuousprovision is no longer corrected because performance is falling short of outlooks, it is desired to pull the product out of the market place; Poor performance is easy to advert (Walker, Boyd and Larreche, 1992).

New Product Development Strategy: It is vitalaction for firmspursuingdevelopment. By accepting a new product strategy as their position, firms are better able to withstand competitive manufacturers on their prevailing products and createprogress. Practice of this strategy has become stress-free because of technological innovations and the willingness of consumers to take new ways of undertaking things. The word new product is used in diverseintellects. For our determination, the new product strategy will be splitting into three options; product enhancement, product synthetic and invention.

Product Mix Strategy: The four product-mix scopesauthorizationin the firm to enlarge its industry by (1) addition new product outlines, thus spreading its product mix; (2) enlargingevery product link; (3) excavating the product mix by addition toextravariations; and (4) followingadditional product-line constancy (Aaker et al.1990)

2.3.2.2 Pricing strategies

One of the contestsset a priceinvestigation is to gussin what waybuyers will reply to alternatecosts (Cravens 2000, pp.333). For numerous customers, price istooa significantcharacteristic. Price may serve as preference point for jumping quality when other product information is not available (Monroe, 1976, Zeithaml, 1988). Before setting the price the interior and exterior variables obligated to be study scientifically.

When Setting the Price Factors to be considered:Consumer opinion of the product value set the celing for price if client perceives that the prices more than the product value they will not purchase the manufactured goods. Pricing dictions like additional marketing mix decision must begin with consumer rate. Real customer concerned with set a price involves to know how much

value consumer place on the profit they obtain from the product and site price that arrest this value (Kotler and Armstrong, 2008).

1. Value-based pricing

In current years, numerous firms have implemented value pricing. They gain trusty clients by accusing equally small price for a great-quality proposing. Value pricing is thus not a substance of simple situation lesser prices; it is a matter of reengineering the firm's processes to develop a low-cost producer without losing quality, to invite a bigger sum of value aware of consumers (Kotler, 14th ed., pp.398/399).

2. Company and cost

Cost based pricing includes setting price centered on the cost for producing, distribution, selling the product plus a fair rate of return for its energy and threat. A business's cost may be a significant component its pricing strategy. The cost can be fixed cost and variable cost plus pricing adding ordinary market to the cost of the product some seller sell their customer they will change cost plus specified market up. Break even or make the target profit it is selling. This pricing methods also used by public utilizes which are constrained to make affair return on their investment (Kotler and Armstrong, 2008, pp. 258).

3. Internal and external consideration affecting the price dictions competitor strategy and pricing

In measuring the competition of price strategy a firm would question numerous requests. First, how the company markets contribution compares with rivals offering in terms of consumer value. If consumer perceives that the firm's goods and service provide bigger value the company bandage greater amount. If consumer perceives a lesser amount of value in relation to commenting product the firm obligation either control lesser price or alteration consumer perception to explain a greater price following how solid present competitor and what area their present pricing scheme? If the firm facades a mass of lesser competitor changing higher price in relation to the value they bring it might change lesser price determination fragile competitor out of the market. If the market is controlled by large, little amount of competitor, the enterprise may

magistrate to target unsaved market places with value in additional product at greater price. No matter what price you charge high, low or better the convinced to offer customer greater value for that price (Kotler and Armstrong, 2008, p. 293).

Price Adjustment Strategy: Companies commonly modify their straightforward prices to explanation for numerous consumer variances and varying circumstances.

1. *Discount and allowance pricing*

Utmost firms correct their straightforward value toward customer for definite response for instance primary fee of bills, capacity of purchase and rot term purchasing. This value adjustment is named discount and allowance can precedes various procedures. Discount is a straight decline in price by firm on acquisition while payment is advertising money paid by firm to dealer in admiration of settlement to feature a firm's manufactured goods in certain system (Kotler et al. 1999, pp. 725).

2. *Segmented pricing*

Enterprises will frequently regulate their main price to permit for different in consumers, goods plus position. In segment set a price the firm sellers of item for consumption at two or extra price, while the difference in amount is not matter on different cost (Kotler et al. 1999, pp. 727).

3. *Psychological pricing*

This pricing strategy approach contemplates the psychology of diverse clients in detail of their products. Price really speak somewhat nearly the product structures and physiognomies. For instance, many consumers use price to judge the excellence of the manufactured goods (Kotler et al. 1999, pp. 725).

4. *Promotional pricing*

Those pricing firms will briefly price their product below list price and now and then even lower cost. Supermarket and subdivision stocks will price little products as fling leader to fascinate customer to the store in the hope that they will buy other item at ordinary mark-ups (Kotler et al, 1999, pp. 728/729).

2.3.2.3 Promotional strategies

Promotion for any goods is critical for several firms. It is for the reason that only via promotion societies could arise to recognize around the item for consumption. Merely afterward knowing about the goods they reflect buying.

Promotion mix: A company over-all promotion mix similarly named in marketing communication mix contains in the precise mixture of advertising, Sales promotion, public relations, personal selling and through marketing gears that the firm practices to persuasively connect consumer value and construct consumer relationship.

1. *Advertising:* - any paid form of non-personal demonstration and promotion of thoughts in products or services by a well-known spans. An advertising objective is a specific communication duty to be done with particular get evidence during a particular date of period. Advertising objective can be categorized by principal drive whether the main is to form.
2. *Public Relations:* - build decent relationships with the country numerous people by obtain fortunate public, constructioning a decent cooperates appearance and hold or title off uncomplimentary gossips, floors and occasions. Public relation sections might achieve some or the whole thing of the next function.

Generally, Public relation can ensure a solid influence on community consciousness or much lesser cost than advertising (Kotler et al. 1999, pp.830/831).

3. *Personal selling:* - One of the ancient professions in the globe. The publics who the selling goes by numerous terms, example sales peoples, sales representative. personal selling is the interactive division of the among sales persons and specific consumer whether person to person through phone, etc. sales people can review customer to loan more around the problem and alter the marketing proposal and demonstration to fit the exceptional need of every consumer (Kotler and Armstrong 2008, pp.452).
4. *Sales promotion:* - Consists of short term inducement to inspire acquisition of goods. Sales promotion tools are used by most organization containing manufactures, distributor and



retailer not for income organizations. They are target towards final buyer sales promotion objective differ broadly. Seller might practice customer promotion towards urges a little period in consumer buyer import to increase long term consumer relationship (Kotler and Armstrong, 2008, pp. 468).

Integrated Marketing Communication: Nowadays more firms accepting the model of integrated marketing communication. Below its idea the companies wisely interpreted its numerous communication channel to bring a perfect, consistent and complete the memo around the institution and its brand. Integrated marketing communication draws to gather the whole thing of the firm's message and image. The companies TV and pricing advertisement ought to reach similar memo appearance and sense as it's a more and individual selling message, and their public relation resource scheme in similar appearance as its webpage (Kotler and Armstrong, 2008, pp. 401).

Steps in Developing Effective Communication:

1. Classifying the Objective Viewers: - marketing communication started with vibrant objective audiences in mind. The evidence may be separate cluster in distinct community (Kotler and Armstrong, 2008, pp. 404).

- A. *Determine the Communication Objective:* - On one occasion the objective audience has been mentioned the market obligation decides what answer they search for?
- B. *Choosing Media:* - To develop effective communication channel there are two extensive kinds of communication network i.e. personnel communication channel and non-personal communication channel (Kotler and Armstrong, 2008, pp. 409).

2.3.2.4 Distribution / Place Strategy

It is exactly the strategy organized by a firm to make sure that goods can spread the full prospective consumers at nominal or best delivery prices. A decent delivery tactic can exploit your income and profit but an evil and unexpected distribution strategy can lead not only to

injuries but also serving the rivals get the benefit through the chance in the market which you shaped.

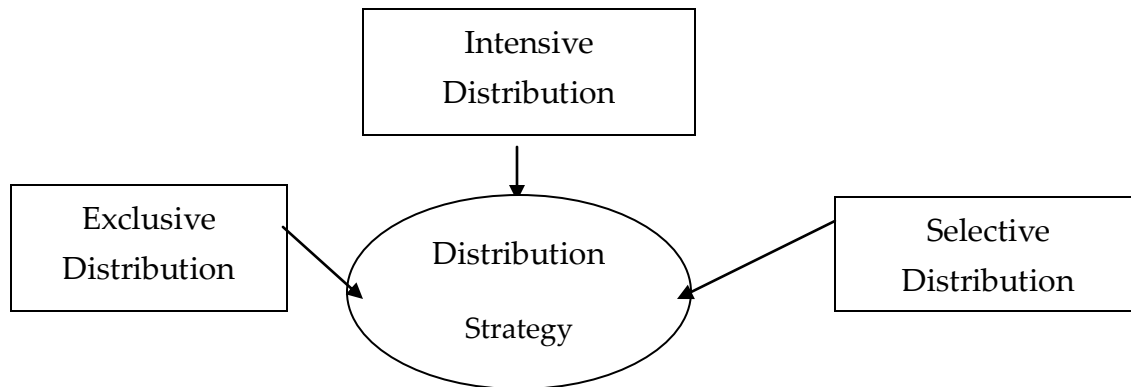


Figure 2.1 Distribution Strategies

Generally, there are three main delivery approaches:-

1. Exclusive Distribution: - High-class sections to sell products front-runners to added controllers.
2. Intensive Distribution: - Exploiting openings to maximize transactions.
3. Selective Distribution:-Cautiously selecting numerous network and allies.

The exceeding 3 distribution approaches are the bestrecycled but a distinctive strategy mightvary for a specific product or a firm.



Marketing Channels and Value Networks: Best manufacturers don't sell their properties straight to the last consumers among them stances a set of intermediate acting a variety of task. These intermediate constitutes a marketing network. Officially, marketing channel are sets of inter-reliant organization contributing in the procedure of creation the item for intake. They are the regular of path way a goods or service tracks afterwards manufacture concluding in purchase and intake by the last final consumer.

Significance of Distribution Channels: The distribution channels are a significant portion of any institution to bring their goods and facilities to customer correctly. This is asset of inter-reliant institutions or events participated in the procedure of a creation of item for consumption and accessible for consumption or use by customer or final consumers. Channels of distribution for a product the way taken by the title of goods they are from the manufacturers to the final customers. It is too significant due to product in one room while the intake dispersed in numerous spaces. So there is big breach among manufacturers and the customers. So over and done with networks of delivery can only fill the hole. A channel of distribution fixes a bond among the manufacturers and the customers.

Functions of Intermediaries in a Distribution Channel: Intermediaries is a distribution channel deliver service that enables producers to stretch dissimilar type of clients. A channel may contain a total of mediators for instance representatives, traders, wholesalers, and sellers. Mediators doing as a middle man among dissimilar followers of the delivery sequence, purchasing from one party and selling to other. They also might grasp standard and doing logical and marketing roles in the best interests of producers.

3. RESEARCH METHODS

This study has implemented a descriptive research strategy by consuming both qualitative and quantitative approaches to get anticipated outcomes of the study and to search detail signal about the difficulties. In the way of studying the difficulties, both primary and secondary data gathering techniques stood applied. To succeed this objective, questionnaires, interviews and document evaluations were the key tools.



Accessible hotel managers and customers were the target population of the research. The sample size of the study was 60, who work in hotel management and customers of St. George Brewery share company product users. The selection of the respondents was carried out by using purposive sampling method. To collect the relevant data from sources, both primary and secondary data collection instruments were employed. The primary data was collected using closed and open ended questionnaires were distributed to customers of St. George product users. In addition, the researchers have conducted personal interviews with hotel managers. Secondary data was collected from written documents of the company.

4. RESULTS AND DISCUSSION

4.1. Basis of market segmentation

The table 4.1 shows that geographic segmentation and Demographic segmentation are the main bases of company's market segmentation 46% and 36% respectively. 14% of respondents are with lifestyle or psycho graphical segmentation and the rest number of respondents were based on situation i.e. 4%. While, all the options source of market segmentation are in place, the company focused on geographic segmentation to reach customers' requirements.

Table 4.1. Basis of market segmentation

No	Basis of segmentation	Respondents	
		frequency	Valid percent
6	Geographic Segmentation	23	46%
	Lifestyle Segmentation	7	14%
	Economic Segmentation	2	4%
	Demographic Segmentation	18	36%
	Total	50	100%

4.2 Marketing mix strategies

The marketing strategy practices are essential components of the firm's product, costs, advertising, and place /delivery strategies. The table below shows 100% of the customers

responded that the firm consumption of all the 4p's of marketing mix components for the drive of marketing scheme in practice to capitalize its profits, increase market share and for economic benefits.

Table 4.2. Marketing mix strategies of customer's opinion

No	Marketing mix Strategies (4p's)	Respondents	
		Frequency	Valid percent
	Product	-	-
	Price	-	-
	Promotion	-	-
	Place/Distribution	-	-
	All 4 p s	50	100%
	Total	50	100%

4.3 Company's product quality

In the quality of a product, 50% of the respondents replied as very good and 30% of the respondent's good quality and 20% medium quality. The rest were not chosen by the respondents. This implies that in a current competitive market the company product quality level is positioned on average level. So, the hotel manager's and the response from the customers said that a company gives high emphasis for quality production to compete in the current competitive market. Also a company introduces new technology for the fermentation to improve workers of laboratory operators who measured the excellence of the manufactured goods to satisfy customers need.

The customer who have chosen St. George Beer product mainly focus on Trademark, price, promotion, distribution and quality as the core drivers that impact buying judgment. On the other hand, the main cause for buying and using the firm's goods are accessibility of stock, lower price than other competitor, choose by customer's preference, average promotion.

Table 4.3. Customer's response in the company's product quality

No	Measure of Quality	Respondents	
		Frequency	Valid percent
8	Excellent	-	-
	Very good	25	50%
	Good	15	30%
	Medium	10	20%
	Poor	-	-
	Very poor	-	-
	Total	50	100%

4.4 Customer satisfaction to the factory's pricing strategy

As shown table 4.4, 60% of the respondents that the pricing strategies of the firm's product are dissatisfied and 40% of the respondents were satisfied with the price. The response indicates that the firm pricing is expensive as a result of this pricing strategy; the consumers could not afford this price. Generally, the price depend on different factors i.e. the country's economic factor, distribution charges, costs of the competitors, Direct and indirect cost of production etc. By increasing efficiency, reduce unnecessary cost of production, and distribution the company would fix the price to satisfy customer wants.

Table 4.4. Customer satisfaction to the factory's pricing strategy

No	How you are satisfied with the price of St. George Beer.	Respondents	
		Frequency	Valid percent
9	Extremely satisfied	-	-
	Very Satisfied	-	-
	Satisfied	20	40%
	Dissatisfied	30	60%
	Very dissatisfied	-	-
	Extremely Dissatisfied	-	-
	Total	50	100%

4.5 Accessibly and Availability of the product

As table 4.5 shows that, 66% of the respondents in the product distribution strategies of the company product were excellent. 34% of the respondents were very good in the accessibility and availability of the product. This implies that the distribution is wonderful and to access proximity the buyers easily especially in the city of Addis.

Table 4.5. Accessibly and Availability of the product

No	Distribution strategies	Respondents	
		Frequency	Valid percent
10	Excellent	33	66%
	Very good	17	34%
	Good	-	-
	Fair	-	-
	Poor	-	-
	Total	50	100%

4.6 Selling process

From the result displayed in table 4.6 show that, 82% of the respondents selling process applied on through indirect channels. The rest 18% replied that through direct personal selling. This implies that the majority of the company's product selling process is through indirect channels. This channel is useful for the company to reach in the customer easily by different agents.

Table 4.6. Selling process

No	Product Selling process	Respondents	
		Frequency	Valid percent
11	Direct personal selling	9	18%
	Indirect selling	41	82%
	Ward of mouth	-	-
	Total	50	100%

4.7 Marketing Strategy Implementation

As shown table 4.7, 66% of respondent are Neutral. 24% of respondents are agreed. The remaining 10% of the respondents replied that they disagree with the statement. From the above information most of the respondents are replied that, as a customer no information about the company marketing strategy implementation.

Table 4.7. Marketing strategy implementation on customer side

No	Could you accomplish the marketing strategy of the firm	Respondents	
		Frequency	Valid percent
12	Strongly Agree	-	-
	Agree	12	24%
	Neutral	33	66%
	Disagree	15	10%
	Strongly Disagree	-	-
	Total	50	100%

This implies that the customers do not have knowledge about the marketing strategy implementation of a company. Without knowledge of marketing strategies of the customers the company marketing objective could not be achieved. To solve this problem the marketing department of a company effectively performs their duties and intensively works with customers to let them know the implementation.

4.8 Promotional mix

Based on the above table 4.8, 60% of respondents replied that a company used advertisement to promote its product and 28% of the respondents heard through publicity. The rest 12% of respondents were said St. George Brewery factory used sales promotion to promote its product. This implies that the company is promoting the product by using Advertising media (TV, Radio, Newspapers).

Table 4.8. Promotional Mix

No	By which promotional mix elements the company to promote its product?	Respondents	
		Frequency	Valid percent
13	Advertisement	30	60%
	Sales promotion	6	12%
	Publicity	14	28%
	Word of mouth	-	-
	All of them	-	-
	Total	50	100%

4.9 Interview Analysis

The interview questions were distributed to the Hotel Managers to get additional information about the marketing strategy implementation of St. George Beer product. The results of the interview are shown below.

1. What are the target consumers and positioning its product to win rivals?

The most important action of the company's marketing strategy is to select the best target market to win the competitive market. The target customers of a company product are persons who have the attention of consumption in bottled beer. Additionally, the researcher who investigate the company profile the target consumers are any individual who require a worthy income, who have never any healthiness, who are not forbidden by religious conviction, who existing in town were the major target consumers of the product to drink more beer. On the other hand, the other target consumers of the company product were Hotels, Restaurants, groceries and other intermediaries.

2. Business strategy to implement the marketing strategy.

By the internal and external environmental factor, the company should develop a business strategy to differentiation in this current competitive market. These differentiation strategies were lesser in price, cost leadership, and unique quality to the consumers to compete in the



market. Additionally, a company could facilitate the product reach in the consumers easily and cheaply. By nature buyers are different needs, want and widely distributed area. To achieve those different needs and want a company practices a mixture of diverse industry plans to its objective market.

3. Competition in the Brewery market industry

In the current market situation, there are a number of competitors in the brewery industry i.e. Heineken, Dashen, Meta Abo, Habesha, Raya Brewery, Zebidar Brewery. Ethiopia's brewery market is nine decades old. In the past few years, it has shown substantial growth as new brands joined the market. Heineken, which brews waliya beer, has the largest share at four million hectoliters a year while BGI, best known for the St. George beer, produces more than three million hectoliters a year. From this intensive competition St. George Brewery share Company is undertaking better than other rivals in bringing excellent goods, choosing best agents (intermeddlers) to distribute the product easily and accessibly. Additionally, the company participate different activities like events, symposium, sport participation, and community services to the customers.

4. To implement the marketing strategy what are the problems.

In a business world, when you run a business weather lesser or greater, private or government function under disturbed situation. From this context the interviewee mentions some problems concerning the marketing strategy implementation of the company. i.e. sociocultural problems, economic problem, Intensive competition, seasonality, high cost of advertising fee, and infrastructure problems. From the above mentioned problems the company faced difficulty to implement the marketing strategies.

5. Market expansion in the next period

Even if there were a high competition in the brewery market in Ethiopia there is scarcity of beer in the current marketplace. This implies that a great request of beer in the nation, Ethiopia. Therefore, the company expands their market share and fills the gap among the

demand and supply of beer in the industry. To alleviate this shortage of beer in the market the company expands their production capacity and reach in all corner of the country.

6. Accessibility of the distribution strategy

The availability and accessibility of the delivery plans are worried with the networks of a company that work to make its products accessible to consumers. Thus, products accessibility is a good condition and majority of the buyers can get the product simply in almost every place of the city through direct and indirect channels. By the means of the indirect channels the company to choose the best agent to reach the market. The means of choosing the best agent were; it must have financial capacity, experienced and skilled manpower, it must be licensed, and etc.

7. To implement the marketing strategy, which promotional tools on what time to advertise the company's product.

The interviewee replied that, currently marketing strategy of the firm is effective to implement and it has less focuses on customer satisfaction in terms of quality on the current highly competitive market especially on the city of Addis. This indicates that a company reviews its marketing strategies to achieve stated objective and to keep its former name in the brewery industry otherwise will be less popular in the market portion. The marketing approach of the firm to advertise its product in different ways like, erecting artistic notice board on public main square, by using modern distribution networks, subsidizing to popular actions by means of sponsoring different public holiday's and different events.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The previous section of this paper presented the detail analysis and findings of the marketing strategy implementation of St, George Brewery Share Factory. Based on the findings of the study the following conclusions are drawn.



St. George Brewery Factory set good marketing strategies which enable it to meet its marketing objectives. However, customers of the products of St George Brewery factory have no detail information about its marketing strategies. The finding revealed that there is a barrier of communication between the company's marketing department and customers of the company. This implies that the company is operating in a vacuum without the involvement of its stakeholders. Customers are the key stakeholders of any organization. But, the involvement of customers is more critical for brewery companies since it is highly customer oriented than other businesses. Therefore, in addition to addressing the taste and preferences of consumers, appropriate communication about its marketing strategies between the company and its customers affects the success of its marketing efforts and get competitive advantage in the market. Moreover, there is a belief that the company that they need to have a new strategy that includes different elements, selection of target customers, segmentation, positioning, and marketing mix.

St Brewery factory uses geographical location as a basis for its market segmentation. However, customers may have different segmentations based on their age, income level, lifestyles, preferences and behaviors. This implies that the company needs different marketing strategies for different segments in the market than setting same strategy for all living at same geographical location since they have different preferences.

Consumers have complained about the quality of its bottled beer though they appreciate the quality of and the Draught beer product of the company. This implies that other competitors are getting advantage over St George in the market with bottled beer. The problem of quality in the bottled beer may affect its marketing effort to be failed since it is difficult to convince consumers with inferior quality product.

To implement the marketing strategy the company uses promotional tools like advertising, public relation, personal selling, and sales promotion. It sponsors various events, by uses notice boards in public squares, uses TV, Radio, and newspapers to advertise its product. This implies that the company focuses on promotion of its product through advertising with less involvement in

community development activities. This may affect its long-term image in the market and may contribute for the failure of its marketing effort.

To make its products available and accessible to customers the company uses agents who distribute its products to other wholesalers and retailers. Though agents sell beer directly to retailers, the distribution in other cases goes through five stage channels: factory-agent-wholesaler-retailer-consumer. This makes the distribution system inefficient and increases the selling price of the beer to the final consumer.

5.2 Recommendations

Although, St. George brewery share company have implemented the marketing strategy successfully. The company has certain problems. So, based on the findings and conclusions the researcher recommends the following;

The company should communicate its customers about its marketing strategies to get more acceptance and support from them and then meet its marketing objectives.

The market segmentation of the company should not totally rely on geographical location only. Consumers may have different tastes and preferences based on their age, lifestyle, income level, religion and other factors. It should include other basis to address the interests and preferences of customers.

The promotional tool of the company should include participation in community development activities to have better image in the society than a total focus on advertising. It should execute its corporate social responsibility and build its good will in the society.

To make its products available and accessible to customers the company should use shortest possible distribution channel. This makes the distribution efficient, decreases cost of the beer and makes the price affordable for consumers.

St. George Brewery factory should improve the quality of its bottled beer to be competitive in the market. It should use modern technology and proper fermentations to have the lion share of the beer market. Even if there are other international/multinational brewery industries entered in

the brewery market: there is a great demand and scarcity of supply in the brewery market. So St. George brewery should work hard to fill the imbalances of demand and supply wants.

On the side of the customer, the study has assessed how to implement the marketing strategy of the company. Therefore, for this highly competitive brewery industry a company should assess all the marketing strategy by encompassing the internal and external partners.

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