

ASSESSMENT OF MARKET SEGMENTATION, TARGETING, AND POSITIONING PRACTICES:

(THE CASE OF ZEBIDAR BREWERY ETHIOPIA)



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Abstract

The study's overall objective was to assess the market segmentation, targeting, and positioning practice of ZEBIDAR Brewery Share Company. The research problem was designed to address the prevailing knowledge gap by assessing the current market segmentation, positioning, and targeting practices of ZEBIDAR

breweries S.C. The research is a descriptive study using the census sampling technique method. The researcher used descriptive statistics for the data analysis using mean, standard deviation, mode, range, and percentage. The study concludes that ZEBIDAR Breweries S.C segments its market by considering market accessibility, consumer attitude, competitive intensity, market actionability, market and consumer behavior such as loyalty, and attitude and also considers demographic factors such as age, and income to the segment of its market.

Keywords: Market Segmentation, Targeting, Positioning, ZEBIDAR Breweries S.C

List of Tables

Table 4.2.1 Gender-----	21
Table 4.2.2 Age/Year-----	21
Table 4.2.3 Educational Level-----	22
Table 4.2.4 Position-----	22
Table 4.2.5 Service year in zebidar -----	23
Table 4.3.1 Companies Segmentation-----	23
Table 4.4.1 Company's Targeting Strategy -----	25
Table 4.5.1 Companies Positioning Strategy-----	27

Table of Contents

Acknowledgments	i
Abstract.....	ii
List of Tables.....	iii
Table of Contents	iv
CHAPTER ONE INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the Problem	1
1.3. Research Questions.....	2
1.4. Objectives of the study	3
1.4.1. General objective	3
1.4.2. Specific Objective.....	3
1.5. Significance of the Study	3
1.6. Scope of the Study.....	3
1.7. Limitations of the Study	4
1.8. Organization of the Study	4
1.9. Definition Terms.....	4
CHAPTER TWO REVIEW LITERATURE.....	6
2.1 Theoretical Review.....	6
2.2 The marketing concept theory	6
2.2.1 Relationship Marketing Theory	6
2.2.2 The Holistic Marketing Theory	6
2.2.4 Internal Marketing Theory	7
2.2.5 Social Responsibility Marketing Theory.....	7
2.3 Bases for Segmenting Consumer Markets.....	7
2.3.1 Geographic Segmentation	7
2.3.2 Demographic Segmentation	8
2.3.3 Psychographic Segmentation	8
2.3.4 Behavioral Segmentation.....	9
2.4 Segmentation Model	10
2.5 Empirical Review	12
2.6 Conceptual Framework.....	13
CHAPTER THREE RESEARCH DESIGN AND METHODOLOGY	15

3.1 Introduction.....	15
3.2 Research Design	15
3.3 Data source and data type.....	15
3.4 Population and Sampling procedures	16
3.4.1 Target population.....	16
3.5 Date Collection Instruments	16
3.6 Data Analysis and Presentation Technique.....	16
3.7. Validity and reliability	16
3.8. Ethical issues.....	17
CHAPTER FOUR DATA ANALYSIS.....	18
4.1 Introduction.....	18
4.2 Demographic Profiles of the Respondent.....	18
4.3 Segmentation strategy	20
4.4 Targeting Strategies	22
4.5 Positioning strategy.....	23
CHAPTER FIVE CONCLUSION AND RECOMMENDATION.....	27
5.1 Introduction.....	27
5.2 Summary of Key Findings	27
5.3 Conclusion	29
5.4 Recommendations	30
Reference	32
Appendix.....	34

CHAPTER ONE INTRODUCTION

1.1. Background of the Study

Most companies that produce consumer products follow mass-marketing, mass-production, mass-distribution, and mass-promotion strategies to address the entire market by offering a similar product to satisfy the needs and wants in the same way as in the past. But in the current market condition due to stiff competition and dynamic changes in consumer preference, companies are forced to compete by segmenting their market or their target consumers into different homogeneous groups and offering a customized product that appeals to and satisfies each of the target consumers. Every company wants to focus on customers within their capacity and with customers' intimacy. The strategy of dividing the market into the homogeneous group is known as segmentation. The major segmentation variables are classified into geographic, demographic, psychographic, and behavioral segmentation. (Philip Kotler, _Gary_Armstrong_Principles_of_Marketing, 15th_Edition)

Geographic segmentation divides the market into geographical units such as nations, states, regions, counties, cities, or neighborhoods. The company can operate in one or a few areas or all but pay attention to local variations. In that way, it can tailor marketing programs to the needs and wants of local customer groups in trading areas, neighborhoods, and even individual stores. (Philip Kotler, _Gary_Armstrong_Principles_of_Marketing, 15th_Edition)

Demographic Segmentation divides the market on variables such as age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality, and social class. One reason demographic variable is so popular with marketers is that they're often associated with consumer needs and wants. (Shili Sun (2009), "An Analysis on the Conditions and Methods of Market Segmentation".)

1.2. Statement of the Problem

Currently, all firms operate in a situation where there is a consistent change in customers' needs, expectations, technological advancement, government policies, and dynamic market environment and with growing competition despite whether the firm is privately owned, a government institute, small or large, whether they produce a physical product or provides service

to its customers which operates locally in the domestic market or international markets abroad firms face huge challenges to apply the right market segmentation, positioning and target marketing strategies to operate and allocate its resources effectively.

Due to the above reasons, all firms are forced to give more focus and attention to market segmentation strategy and marketing mix plan by developing new ideas, tools, and mechanisms in such a way as to address its customers with products and services by clearly understanding and customizing their offerings which appeal to each market segments by adopting different market segmentation, positioning, and targeting strategies.

Different studies have been conducted on the topic of market segmentation from different angles by showing the contribution and importance of market segmentation for firms to effectively operate in their industry.

To be brief, numerous studies have highlighted various aspects of the significance, importance, and benefit of market segmentation. But the studies were conducted in different business sectors like hotel service, globalization, and tourism and their contribution to quality improvement, marketing mix plan, and globalization strategy but could not sufficiently determine the market segmentation practices undertaken by the breweries industry and its impacts and identifies the problems faced by firms. In addition, there are no sufficient studies conducted in Ethiopia about the current market segmentation practice of the breweries industry and identifying its impacts and problems faced by the firms.

This study was designed to address the prevailing knowledge gap by assessing the current market segmentation, targeting, and positioning practice of Zebidar breweries S.C.

1.3. Research Questions

The research has tried to address the following questions;

1. How the firm segments its market?
2. What strategy does the firm use to target segmented markets?
- 3 Which strategy is used by the firm to position itself in the market it operates?
4. What challenges were influencing the company's segmentation and targeting practices?

1.4. Objectives of the study

1.4.1. General objective

The general objective of the study was to assess the market segmentation, targeting, and positioning practice of Zebidar Brewery Ethiopia.

1.4.2. Specific Objective

The specific objectives of the research are as follows

- To assess how the firm segments its markets.
- To describe the problems encountered by the firm due to its present market segmentation strategy practices and give recommendations.
- To identify how the firm positions, itself in the market.
- To investigate how the firm targets its segmented markets.

1.5. Significance of the Study

The outcome of the research will improve the breweries industry's development of effective market segmentation, positioning, and targeting strategies. The paper will help the company's management team to improve its current market segmentation practice to effectively operates in the market and be profitable or gain a more competitive advantage over its competitors.

This research will also help those individuals who are interested in finding out how brewery companies' segment, position, and targets their market and how the researchers can solve the problem encountered by the firm's current segmentation strategy. It can also be used as a reference for other researchers who are interested in the current topic.

1.6. Scope of the Study

This research has tried to assess and describe the current market segmentation, positioning, and targeting practice undertaken by Zebidar Breweries S.C and problems encountered by the firm due to its present market segmentation strategy practices. the researcher will only focus on and assess and describe the market segmentation, targeting and positioning practices applied by Zebidar breweries Ethiopia. The target population that was selected for this study was restricted to only the company's headquarters marketing and sales department permanent employees. From

the target population, the researcher has gathered information through structured questionnaires and open-ended interviews from its respondents using a purposive sampling technique.

1.7. Limitations of the Study

The following constraint will confront by the researcher that somehow hinder the full-fledged undertaking of the study.

- The major limitation is financial problem that may restrict the distribution of questionnaire
- unwillingness of client to respond to questionnaires.
- Since the researcher is full time student, it encounters constraints in time and budget.

1.8. Organization of the Study

The research report consists of five chapters. The first chapter focused on introductory aspects like the background of the study statement of the problem, the objective of the study, the scope of the study, significance, and limitations of the study. Chapter two presented the literature review, which served as a basis for understanding the subject matter. Chapter three focused on the methodology of the study. Chapter four concentrates on the presentation and analysis of data obtained from responses. The fifth chapter, which is the closing chapter, focused on concise conclusions along with a possible recommendation.

1.9. Definition Terms

Market segmentation; the concept of market segmentation is mentioned as being one of the key elements of modern marketing and is, as mentioned, the process of dividing the market into several groups or segment(s) based on factors such as demographic, geographic, psychological, and behavioral factors. By doing so the marketers will have a better understanding of their target audience and thereby make their marketing more effective (Gunter and Furnham, 1992).

Market segmentation was first put forward in the middle of the 1950s by Wendell. Smith, an American professor of marketing. “Market segmentation is to divide a market into smaller groups of buyers with distinct needs, characteristics, or behaviors who might require separate products or marketing mixes.” (Charles W. Lamb 2003).

Market Targeting; is the next step in the sequential process and involves a business making choices about segment(s) on which resources are to be focused. There are three major targeting strategies: undifferentiated, concentrated, and differentiated. During this process, the business must balance its resources and capabilities against the attractiveness of different segments.

There are many statistical techniques for developing market segments. Once the firm has identified its market-segment opportunities, it must decide how many and which ones to target. Marketers are increasingly combining several variables to identify smaller, better-defined target groups. Thus, a bank may not only identify a group of wealthy retired adults but within that group distinguish several segments depending on current income, assets, savings, and risk preferences. (Kotler and Keller, 2012: 231)

Market positioning; Customers are not capable of remembering information about each product and thus the consumers organize the products, services, and companies in their minds to simplify the buying process. This process happens with or without help from the companies. However, the companies are not interested in jeopardizing their products' position and therefore the companies must plan positions to gain an advantage for their products in selected target markets (Armstrong and Kotler, 2005: 208)

CHAPTER TWO REVIEW LITERATURE

2.1 Theoretical Review

Different theories have been discussed regarding market segmentation, positioning, and targeting strategies.

2.2 The marketing concept theory

The marketing concept advocates starting with customer needs or wants, deciding which needs to meet, and involving the entire organization in the process of satisfying customers (Cravens & Piercy 2006). Unlike the market orientation theory which consists of a process for delivering customer value, this theory has a functional emphasis.

2.2.1 Relationship Marketing Theory

Increasingly, a key goal of marketing is to develop deep, enduring relationships with all the people or organizations that could directly or indirectly affect the success of the firm's marketing activities. Relationship marketing has the aim of building mutually satisfying long-term relationships with key parties' customers, suppliers, distributors, and other marketing partners to earn and retain their business. Relationship marketing builds strong economic, technical, and social ties among the ties (Kotler & Keller, 2006).

2.2.2 The Holistic Marketing Theory

Marketers today have recognized the need to have a more complete, cohesive approach that goes beyond traditional applications of the marketing concept. The holistic marketing concept is based on the development, design, and implementation of marketing programs, processes, and activities that recognize their breadth and inters dependencies. Holistic marketing is thus a marketing approach that recognizes and reconciles the scope and complexities of marketing activities. The alcoholic beverage companies are not exempt, they must embrace holistic marketing concepts and know that everything they undertake to do matters.

2.2.3 Integrated Marketing Theory

The marketer's task is to devise marketing activities and assemble fully integrated marketing programs to create, communicate and deliver value for consumers. The marketing program consists of decisions on value-enhancing marketing activities to use. The marketing activities

can be depicted in terms of the marketing mix variables or the 4 Ps of marketing (Brassington & Pettit, 1997; Kotler & Keller, 2006).

2.2.4 Internal Marketing Theory

Internal marketing ensures that everyone in the organization embraces appropriate marketing principles. Internal marketing is the task of hiring, training, and motivating able employees to serve the customers well. Internal marketing must be embraced in all departments within an organization. They must all 'think customer'. Marketing thinking must be pervasive throughout the company. Alcoholic Beverage companies can embrace internal marketing by recognizing the importance of customers, providing superior customer care, and employing customer-oriented people (Kotler & Keller, 2006).

2.2.5 Social Responsibility Marketing Theory

The social responsibility concept incorporates the broader concerns and the ethical, environmental, legal, and social context of marketing activities and programs. The cause and effects of marketing extend beyond the company and the consumer to society as a whole. Social responsibility also requires that marketers carefully consider the role that they are playing and could play in terms of social welfare (Kotler & Keller, 2006). Industry players have several social responsibility activities which can enhance their image in society.

2.3 Bases for Segmenting Consumer Markets

Market segmentation divides a market into well-defined slices. A market segment consists of a group of customers who share a similar set of needs and wants. The marketer's task is to identify the appropriate number and nature of market segments and decide which one(s) to target regardless of which type of segmentation scheme we use, the key is adjusting the marketing program to recognize customer differences. The major segmentation variables— are geographic, demographic, psychographic, and behavioral segmentation (Kotler and Keller, 2012: 214).

2.3.1 Geographic Segmentation

Geographic segmentation divides customers into segments based on geographical areas such as nations, states, regions, counties, cities, or neighborhoods. It is important to segment according

to geography, because the purchasing behavior of the customers is influenced by where they live, work, etc. (Gunter and Furnham, 1992).

Furthermore, as a result of an increase in globalization today geographic segmentation has been linked to other differences in socioeconomic and demographic characteristics. The result of this type of segmentation is referred to as Geographic (Gunter and Furnham, 1992).

2.3.2 Demographic Segmentation

In demographic segmentation, we divide the market on variables such as age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality, and social class. One reason demographic variable is so popular with marketers is that they're often associated with consumer needs and wants. Another is that they're easy to measure (Kotler and Keller, 2012: 216).

Demographic segmentation is often used in market segmentation for the reason that the variables are easy to identify and measure. Furthermore, the demographic variables are associated with the sale of many products and services, and finally, they describe the target customers so media buyers and others can target a desired target market. Each of the variables is useful knowledge when segmenting markets and some of the above-mentioned variables will be elaborated on in the following (Gunter and Furnham, 1992: 9).

2.3.3 Psychographic Segmentation

Psycho-graphics is the science of using psychology and demographics to better understand consumers. In psycho-graphic segmentation, buyers are divided into different groups based on psychological/personality traits, lifestyles, or values. People within the same demographic group can exhibit very different psycho-graphic profiles.

2.3.4 Behavioral Segmentation

In behavioral segmentation, marketers divide buyers into groups based on their knowledge of, attitude toward, use of, or response to a product. Behavioral segmentation is based on the customers' attitude toward, use of, or response to a product. Many marketers believe that behavioral variables such as occasions, benefits, user status, usage rate, buyer readiness stage, loyalty status, and attitude are the best starting points for constructing market segments and thus these variables will be described further in the following (Kotler and Keller, 2009: 263).

Attitude Five consumer attitudes about products are enthusiastic, positive, indifferent, negative, and hostile. Door-to-door workers in a political campaign use attitude to determine how much time to spend with each voter. They thank enthusiastic voters and remind them to vote, reinforce those who are positively disposed of, try to win the votes of indifferent voters, and spend no time trying to change the attitudes of negative and hostile voters.

The requirement for effective market Segmentation in the domestic market is equally applicable to Global Market Segmentation. According to Michel and Wagner, (1998), Segments should possess the following characteristics or properties:

- Sizeable: - The Segments should be large enough to be worth going after. Britain and Hong Kong can be grouped as the same because of previous British Supremacy in Hong Kong, but their population differs. It is also important to know that many segments that might be considered too small in a single-country context become more attractive once they are lumped together across borders.
- Accessibility: - The Segments should be easy to reach through promotional and distributional efforts (road conditions, storage facilities) and media infrastructure (Internet penetration) implying that a given segment might be hard to reach in some countries and easy to target in other marketplaces. Moreover, because of its sheer size, China seems to be an attractive market. However, because of its large rural population, it has less access to technology.
- Actionability: - Effective marketing program (four Ps) should be easy to develop. If segments do not respond differently to the firm's marketing mix, there is no need to segment the markets. For instance, certain legal issues need to be

considered before implementing an advertisement campaign. For example, many countries, such as

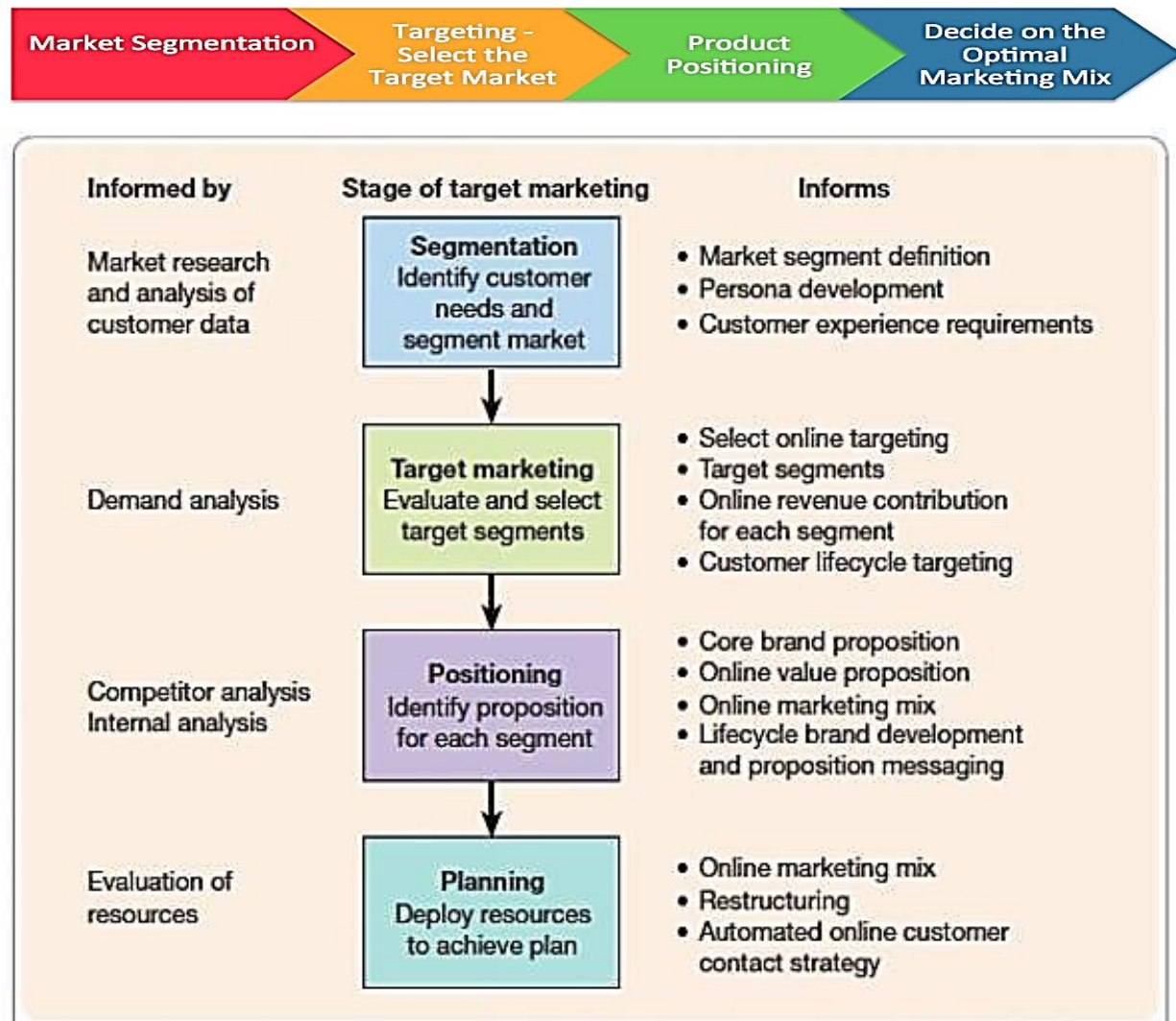
India does not allow direct slandering of the competitors' products.

- **Measurability:** - The segments should be easy to define and measure. Objective traits such as socioeconomic variables (per capita income) can easily be gauged, but the size of the segments, based on culture or lifestyle is much harder to measure. Thus, a larger scale survey may be required for segmenting global markets depending upon the basis of Global Market Segmentation.
- **Substantial:** - The market Segments should be large or profitable enough to serve. A segment should be the largest possible homogeneous group worth pursuing with the tailored marketing program.
- **Competitive Intensity:** - The segments should not be preempted by the firm's competition. In fact, in global marketing, small companies often prefer entry into a less competitive market and use this as one of the segmentation criteria when assessing international markets.
- **Stability:** - Stability of the markets or countries is very important in segmenting a market. If the target market/change in its composition or behavior over time, marketing efforts devised for these targets are less likely to succeed.

2.4 Segmentation Model

Today, Segmentation, Targeting, and Positioning are familiar strategic approaches in Modern Marketing, it is one of the most commonly applied marketing models in practice.

Figure 2.1



Source- Adopted from Dave Chaffey, Fiona Ellis Digital Marketing 6th ed 12 Jan 2016

According to the author segmentation, positioning, and targeting model is useful when creating marketing communications plans since it helps marketers to prioritize propositions and then develop and deliver personalized and relevant messages to engage with different How to use Segmentation, Targeting and Positioning segmentation, positioning and targeting to develop marketing strategies. In addition, segmentation, positioning, and targeting focus on commercial effectiveness, selecting the most valuable segments for a business and then developing a marketing mix and product positioning strategy for each segment.

2.5 Empirical Review

Different research has been conducted to explain the benefit and outcome of market segmentation, among them is Amandeep Singh (2011) reveals in his study previously that demographic factors were only considered as the best basis used for segmentation, but according to his findings, they are no longer effective for segmentation in FMCG sector. His finding confirms that consumer's purchase routine and their demographic attribute are found to be non-associated in this study. This Study illustrates the demand for FMCG products, specifically personal care products regardless of age and the educational background even though the purchase routine is affected by the gender and educational (literate or illiterate) status of consumers. This result shows that there is a need for the development of an effective marketing segmentation basis. Even though this study is only about a single industry, it has been proven by different studies that demography (which is something considered the most effective attribute to influence the consumer in purchasing) is not that powerful in the present time.

A study conducted by Ramamurthy (2007) indicated that consumers' expectation of alcoholic beverages in offering the appropriate quality, and quantity at the place, time, and the price is higher. In the last couple of years, Kenya's market has proven a significant change with a complete shift in consumers' expectations and experiences. Future managers require a systematized body of knowledge on how it works and how fluctuating environmental factors will affect their existing and emerging strategies. Ensuring the existence of such knowledge is a challenge given the complexity of human behavior, the highly competitive nature of the retail business, and a large number of environmental factors such as weather, government regulation, supply availability, economic conditions, technological change, vagaries of fashion, changing consumer habits and expectations, social change and the squeeze on space.

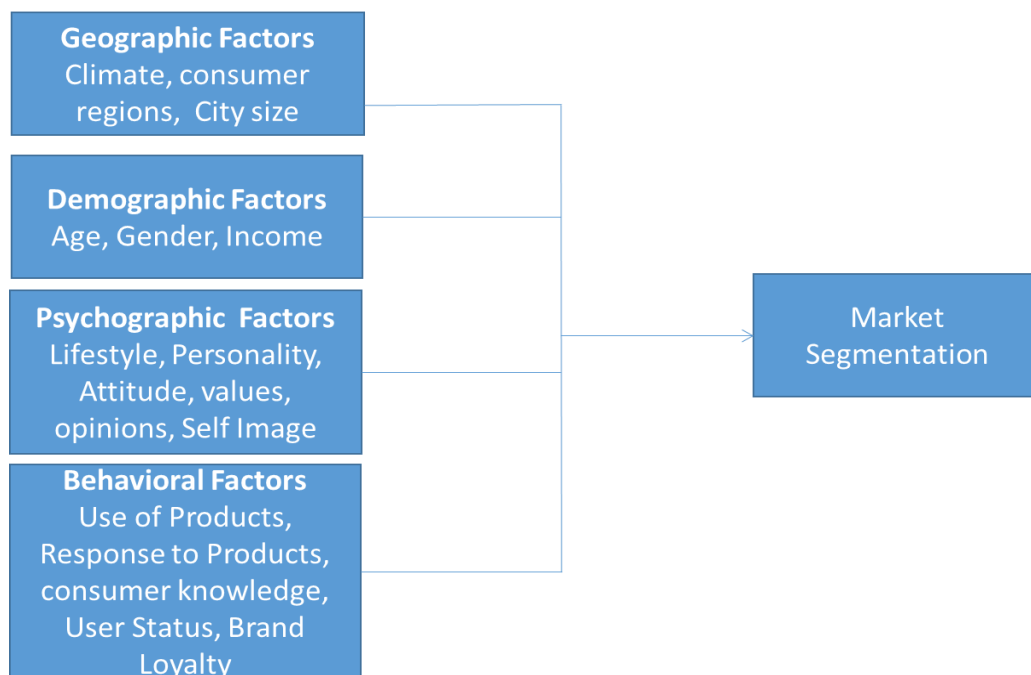
Smith (1956) confirmed that to sustain growth in apparently non-growth scenarios, companies had to adopt the concept of market segmentation. The essential logic behind the proposition was that by acquiring a deeper understanding of variations in customer needs, companies could develop new products specifically aimed at satisfying different groups of customers.

Lewinson and Dolozier (1982) argue that a crucial problem that affects an alcoholic beverage company is getting the product into the store. This problem involves inventory control; overstocking increases carrying costs, whereas stock-outs are because of lost sales and customer ill will. The alcoholic beverage companies must therefore consider transportation and handling costs, delivery time, and reliability of delivery services. The alcoholic beverage companies must also consider the location and delivery of suppliers and the market area's ability to support distribution facilities. Alcoholic beverage firms must take into account the reality of the competition when identifying market areas. An alcoholic beverage firm that depends heavily on promotional activities can identify market areas by analyzing the advertising media within each market area and the behavior of competitive alcoholic beverages. Other companies have segmented their markets based on regions. An approach is known as identifying market areas. It consists of determining the right region of the country and the right part of the region for example urban, semi-urban and rural markets.

2.6 Conceptual Framework

There are variables involved in consumer market segmentation, alone and in combination these variables are: -

Conceptual Framework



Market Segmentation Variables	Demographic Segmentation Factors
Demographic Segmentation Factors	☐ Age
	☐ Gender
	☐ Income
	☐ Consumer Regions
	☐ City size
	☐ Climate
Psychographic Segmentation Factors	Psychographic Segmentation Factors
	☐ Lifestyle
	☐ Personality
	☐ Attitude
	☐ values
	☐ opinions
Behavioral Segmentation Factors	☐ Self-Image
	Behavioral Segmentation Factors
	☐ Use of Products
	☐ Response to Products
	☐ consumer knowledge
	☐ User Status
Geographic Segmentation Factors	☐ Brand Loyalty
	Geographic Segmentation Factors
	• Climate
	• consumer regions
	• City size

Figure 02: Conceptual Model

Source- Adopted from Dave Chaffey, Fiona Ellis Digital Marketing 6th ed 12 Jan 2016

CHAPTER THREE RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section of the research presents the elements of research design and methodology that will be applied in the study. It covers research design, source of data, sampling frame, sample size determination, and data analysis; it ends with ethical issues.

3.2 Research Design

This research study methodology is a descriptive type of research approach since the researcher wants to clearly describe the current market segmentation, targeting, and positioning practice of Zebidar breweries Ethiopia. Descriptive research is undertaken to describe answers to questions of who, what, where, when, and how.

3.3 Data source and data type

To get adequate and relevant information about the study, the research has involved different methods of data collection based on the primary and secondary type of sources.

Primary Data Type

The researcher has developed a questionnaire to gather information to identify essential factors and variables that must be used while segmenting a market that maximizes profitability.

The researcher has also conducted a personal interview with selected Zebidar brewery marketing department and sales department management teams. The researcher has tried to use mixed interviews so that the researcher can ask for both structured and unstructured interviews.

Secondary Data Type

The secondary source of data has come from published articles like Company's yearly sales report, internal publications like brochures and Company's website.

3.4 Population and Sampling procedures

3.4.1 Target population

The target population for the study consisted of the sales and marketing department, permanent managerial position employees of Zebidar breweries Ethiopia, since they directly interfere with the issue of segmentation, targeting, and positioning strategies and decisions. From the company's internal human resource record the total population size of sales and marketing employees in managerial positions was 32 permanent employees.

3.5 Data Collection Instruments

The researcher primarily used structured closed-ended questionnaires to obtain information from respondents and also used open-ended interview questions to obtain more detailed information about the subject matter. The source of the structured questionnaires and interview questions was formulated from related literature.

3.6 Data Analysis and Presentation Technique

The collected data were analyzed and interpreted using descriptive-analytical methods. The descriptive analysis techniques that were used are mean, standard deviation, frequency distribution, percentage, mode, and range. The data were analyzed and interpreted by statistical tools that included tables and tabular tools. The researcher preferred to use descriptive statistics since descriptive statistics are used to describe the basic features of the data in a study and it can provide simple summaries about the sample and the measures. Descriptive Statistics were used to present quantitative descriptions in a manageable form and help us to simplify large amounts of data sensibly. The data that was gathered through secondary sources were analyzed by relating and describing the meaning and implications.

3.7. Validity and reliability

Validity and reliability are the two main issues that one should consider in developing data collection instruments.

Validity

Validity is defined as the extent to which a measurement represents characteristics that exist in the phenomenon under investigation (Malhotra & Birks, 2007). The scales that are used for this study were valid scales adopted from different previous research,

Reliability

Reliability is the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated (Malhotra & Birks, 2007). To check the internal consistency of the instrument, a pilot study was conducted using Cronbach-Alpha. This coefficient varies from 0 to 1, and a value of 0.6 or less generally indicates an unsatisfactory level of internal consistency (Malhotra & Birks, 2007).). Based on the analysis the researcher has verified the reliability of the research paper.

3.8. Ethical issues

In the context of research, ethics is defined as the appropriateness of the researcher's behavior regarding the rights of the participants or subjects of the research work (Saunders, Lewis, & Thornhill, 2009). This study was governed by the general rules of research ethics in such a way that respondents will be requested to provide information voluntarily, there was prior communication about the purpose of the study, and confidentiality of the information was guaranteed. Moreover, the researcher to his best level was guided and responsible by the rules and regulations of the University and conducted the study based on objective judgment.

Confidentiality – the respondents were assured that they will not be confused and that their responses will remain confidential. The information they provided will be confidential and used for academic purposes only.

Organizational approval – A written letter that explains the research idea as well as a copy of the research proposal was provided to study the site. The researcher obtained approval before any research activity at the specified location is carried out.

Informed consent – Cover letters that explained the purpose of the questionnaire were given to the respondents of this study. As well as explaining the purpose of the study and for what purpose the study was going to be conducted.

CHAPTER FOUR DATA ANALYSIS

4.1 Introduction

This section presents the analysis and findings from the primary data that was gathered from the respondents. The questionnaires were taken by hand and sufficient time was provided for filling in the questionnaire. All completed questionnaires were edited for completeness and consistency.

4.2 Demographic Profiles of the Respondent

The study used 32 questionnaires which were sent out to Zebidar Breweries share company sales and marketing department management teams. From these 100% of the questioners were successfully filled and returned.

Table 4.2.1 Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	20	62.5	62.5	62.5
	Female	12	37.5	37.5	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2023

Table 4.2.1 presents that from Zebidar breweries S.C sales and marketing department management teams 20 are male which presents 62.5% and 12 are female that present 37.5% of the total population. This shows that the majority of the management teams are male

Table 4.2.2Age/Year

Age/Year		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-35	25	78.125	78.125	78.125
	36-50	6	18.75	18.75	96.9
	52-65	1	3.125	3.125	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2023

Table 4.2.2 presents that from Zebidar breweries S.C sales and marketing department management teams 25 are at the age between 21-35 which presents 78.125%, 6 are at the age between 36-50 which Shows 18.75% and 1 is at the age between 52-65 that presents 3.125% of the total population. This shows that the majority of the management teams are at the age between 21 and 35.

Table 4.2.3 Educational Level

Educational Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC	27	84.4	84.4	84.4
	MA/MSc/MBA	5	15.6	15.6	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2023

Table 4.2.3 presents that from Zebidar breweries S.C. sales and marketing department management teams 27 holds BA/BSC which presents 84.4% and 5 holds MA/MSc/MBA that presents 15.6% of the total population. This shows that the majority of the management teams hold BA/BSC in their educational background.

Table 4.2.4Position

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Manager	22	68.8	68.8	68.8
	Manager	10	31.2	31.2	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2023

Table 4.2.4 presents that from Zebidar breweries S.C sales and marketing department management teams the majority 22 of the managers are at senior management position that presents 68.8% and 10 are managerial position that presents 31.3%of the total population. This shows that the majority of the management teams are senior managers.

Table 4.2.5 Service years in Zebidar

Service years in Zebidar		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	1	3.1	3.1	3.1
	2-5	30	93.8	93.8	96.9
	5-10	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Source: Researcher, 2023

Table 4.2.5 presents that Zebidar Breweries S.C sales and marketing department management teams the majority of them 30 managers have served Zebidar for 2-5 years that presents 93.8%, 1 have served zebidar for less than 1 year that presents 3.1% and 1 have served Zebidar for less 5-10 years that presents 3.1% of the total population. This shows that the majority of the management teams have served Zebidar for 2-5 years.

4.3 Segmentation strategy

This part shows in detail the market segmentation practice Zebidar Breweries S.C

Table 4.3.1 Company's Segmentation Strategy:

Descriptive Statistics for Segmentation					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company profile its customers based on loyalty status (high, low& none)	32	4	5	4.03125	0.508
The company profile its customers based on their personality	32	4	5	4.15625	0.369
The segmentation strategy of the company has made the firm meets its customer needs and gain higher market share	32	3	5	4.5625	0.564
The customers have less chance to change their behavior or composition over a short period of time	32	3	5	4.03125	0.471

The company's current market segmentation strategy has improved the firm's profitability and sales volume	32	3	5	4.46875	0.567
The company profile its customers based on their income	32	4	5	4.1875	0.397
The company splits its products based on rural and urban region	32	1	3	2.03125	0.4
The company have a clear product differentiation based on its brand characteristics & product benefit	32	4	5	4.8125	0.397
The company selects and focus on the most responsive segments on the exclusion of others	32	3	5	4.25	0.435
The company profile its customers by gender (Male or Female)	32	3	5	4	0.507
The company reduce competition by operating in a more narrowly defined market	32	3	5	4.03125	0.535
The company profile its customers based on their age	32	4	5	4.0625	0.246
The company distributes directly from the manufacturer to the retailers	32	1	3	1.46875	0.567
The company classifies its customers based on their attitude i.e.+ve, -ve, enthusiast, indifferent	32	3	5	3.96875	0.4

Source: Researcher, 2023

Results depicted in table 4.3.1 result revealed that Zebidar Breweries S.C segments it's market based on clear product differentiation of its brands characteristics and product benefits (4.81), the segmentation strategy of the company has make the firm meets its customer needs and gain higher market share (4.56), the company's current market segmentation strategy has improved the firms profitability and sales volume and the company profile its customers based on their age (4.06) and also the company profile its customers by gender such as Male or Female (4.0). But the company does not directly distribute from the manufacturer to the retailers (1.47) which shows very low acceptance value and the company doesn't segment its market by directly distributing its products to retailers and also the company does not split its products based on rural and urban region (2.03) which shows very low acceptance value and the company doesn't segment its market

by splitting its products based on rural and urban region. We can conclude that the company use all that has high acceptance value in order to segment its market except the last two that has very low acceptance value.

4.4 Targeting Strategies

This part shows in detail how Zebidar Breweries S.C targets its segmented markets and which criteria's the company follows.

Table 4.4.1 Company's Targeting Strategy

Descriptive Statistics for Targeting					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company refines its pricing to maximize revenue and meet customer expectation	32	3	5	4.15625	0.397
The market segment is large & profitable enough for company which it tries to serve	32	3	5	4.21875	0.457
The company identify it's most and least profitable customers	32	4	5	4.40625	0.508
The size, purchasing power, and characteristics of the segments can be measured	32	4	5	4.53125	0.507
The company identify its customers behaviors and buying motives for its products	32	4	5	4.78125	0.42
The company can easily and effectively program and develop 4ps	32	4	5	4.71875	0.42
The company targets its marketing mix strategies in order to increase customers demand of its products or services Stability	32	4	5	4.625	0.492
The market segment is large & profitable enough for company which it tries to serve	32	4	5	4.625	0.457
The segments are conceptually distinguishable and respond differently to different marketing mix elements and programs	32	4	5	4.09375	0.42
Effective programs can be formulated for attracting and serving the segments	32	4	5	4.46875	0.507

Source: Researcher, 2023

Table 4.4.1 result shows that Zebidar Breweries S.C targets its market by identifying its customers behaviors and buying motives for its products customers (4.78) which shows very high acceptance value, the market segment is actionable company can easily and effectively program and develop 4'ps (4.71) which shows very high acceptance value, The market segment is large & profitable enough for company which it tries to serve (4.62), The company targets it's marketing mix strategies in order to increase customers demand of its products or services Stability (4.62), the size, purchasing power and characteristics of the segments is measurable (4.53), the segment is actionable because effective programs can be formulated for attracting and serving the segments (4.47), the company targets it's marketing mix strategies in order to increase customers demand of its products or services (4.38), the market segment is responsive for the company since it can refine its pricing to maximize revenue and meet customer expectation (4.15) and The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs (4.09) has a high acceptance value. We can conclude that the company uses all the above in order to target its segmented market.

4.5 Positioning strategy

This part shows in detail how Zebidar Breweries S.C position its products in consumers mind.

Table 4.5.1 Companies Positioning Strategy

Descriptive Statistics for Positioning					
Item	# of Respondents	Min	Max	Mean	Std. Deviation
The company design or redesign new products and services to meet its market needs	32	4	5	4.59375	0.499
The company finds hidden needs and make improvements to its existing products	32	3	5	4.21875	0.471
The company have different pack offerings (Bottle, Keg & Can)	32	3	5	4.65625	0.545
The company carry out contentious sales presentations with customers of all its products	32	3	5	4.28125	0.56

The company creates awareness through brochures & booklets of its products	32	1	3	1.78125	0.491
The company increase brand loyalty and decrease brand switching of its customers	32	4	5	4.3125	0.435
The company uses display signs to ensure good visibility of its products	32	4	5	4.46875	0.499

The company differentiate its products and services to meet its customer needs and desires	32	4	5	4.375	0.492
The market is easy to reach for the company through promotional and distribution strategy	32	3	5	4.28125	0.457
The company communicates to its customers through promotional material	32	3	5	4.25	0.483
The company has acquired a strategic position for it's all product in the market	32	4	5	4.375	0.508
The company improve its competitive positioning to be more accurate and better differentiate its products from competitors' products	32	4	5	4.34375	0.492
The company have audio visual presentations used to promote & position its products	32	4	5	4.15625	0.397
The company have ads in print or broadcast used to promote & position it's products	32	4	5	4.75	0.44
The company takes part in special events taking place in its region	32	4	5	4.625	0.504
The company continuous participates on social corporate responsibility	32	4	5	4.6875	0.471
The company participates in fairs and trade promotions	32	4	5	4.6875	0.471
The company uses logos and symbols to position its products in customers mind	32	4	5	4.6875	0.471
The company have a continuous product innovation based on customers feedback and needs	32	4	5	4.6875	0.44

The company give samples to its customers to promote its products	32	3	5	4.21875	0.471
The company optimize its marketing resources and get the most impact full of its investment	32	3	5	4.3125	0.39
The company charges high prices for products with high perceived value and quality	32	3	5	4.0625	0.42
The company's product prices and quality are maintained to lock out customers from competitors	32	3	5	4.09375	0.296

Source: Researcher, 2023

Table 4.5.1 result shows that Zebidar Breweries S.C position its products in the market the company have ads in print or broadcast used to promote & position its products (4.75) which shows very higher acceptance values, the company participates on social corporate responsibility (4.68) which shows higher acceptance values, the company continuously participates in fairs and trade promotions (4.68) which shows higher acceptance values, the company uses logos and symbols to position its products in customers mind (4.68) which shows higher acceptance values. the company have different pack offerings (Bottle, Keg & Can) (4.65), the company uses display signs to ensure good visibility of its products (4.46), the company design or redesign new products and services to meet its market needs (4.59), the company takes part in special events taking place in its region (4.62), the company increase brand loyalty and decrease brand switching of its customers (4.31), the company improve its competitive positioning to be more accurate and better differentiate its products from competitors products (4.34), the company communicates to its customers through promotional material (4.25), the company differentiate its products and services to meet its customer needs and desires (4.37), the company have a continuous product innovation based on customers feedback and needs (4.68), the company optimize its marketing resources and get the most impact full of its investment (4.31), the company carry out contentious sales presentations with customers of all its products (4.28), consumer mind based on audio visual presentations used to promote & position its products (4.15) and the company's use psychographic method by making product prices and quality is maintained to lock out customers from competitors (4.09). But the company doesn't create awareness through brochures & booklets of its products (1.78) which shows very low acceptance value

and the company doesn't position its products in consumer mind using brochures and booklets. We can conclude that the company use all that has high acceptance value in order to position its products in consumer mind except the last one that has very low acceptance value.

CHAPTER FIVE CONCLUSION AND RECOMMENDATION

5.1 Introduction

The researcher wants to assess and address how Zebidar Breweries segments its market, How Zebidar Breweries targets its segmented markets, how Zebidar Breweries positions itself in the market it operates and what challenges were influencing the company's segmentation and targeting practices.

5.2 Summary of Key Findings

Zebidar management teams 62.5% are male and 37.5% are female of the total population, 78.125% are at the age between 21 and 35, 18.75% are at the age between 36-50 and 3.125% are at the age between 52-65. The manager's educational background is as follows 84.4% have BA/BSC, 15.6% have MBA/MSC/MA and from which 68.8% are senior managers and 31.3% are not senior managers. And 93.8% of the management teams have served for Zebidar for 2-5 years and 7.2% have served for less than 1 year.

Zebidar Breweries S.C segments its market based on clear product differentiation of its brands characteristics and product benefits (4.81), the segmentation strategy of the company has made the firm meets its customer needs and gain higher market share (4.56), the company's current market segmentation strategy has improved the firm's profitability and sales volume and the company profile its customers based on their age (4.06). But the company does not directly distribute from the manufacturer to the retailers (1.47) and also the company does not split its products based on rural and urban region (2.03).

Zebidar Breweries S.C targets its market by identifying its customers behaviors and buying motives for its products customers (4.78), the market segment is actionable company can easily and effectively program and develop 4'ps (4.71), The market segment is large & profitable enough for company which it tries to serve (4.62), The company targets its marketing mix strategies in order to increase customers demand of its products or services Stability (4.62), the size, purchasing power and characteristics of the segments is measurable (4.53), the segment is actionable because effective programs can be formulated

for attracting and serving the segments (4.47), the company targets its marketing mix strategies in order to increase customers demand of its products or services (4.38), the market segment is responsive for the company since it can refine its pricing to maximize revenue and meet customer expectation (4.15) and The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs (4.09)

Zebidar Breweries S.C position its products in the market the company have ads in print or broadcast used to promote & position its products (4.75), the company contentiously participates on social corporate responsibility (4.68), the company participates in fairs and trade promotions (4.68), the company uses logos and symbols to position its products in customers mind (4.68). the company have different pack offerings (Bottle, Keg & Can) (4.65), the company uses display signs to ensure good visibility of its products (4.46) , the company design or redesign new products and services to meet its market needs (4.59), the company takes part in special events taking place in its region (4.62), the company increase brand loyalty and decrease brand switching of its customers (4.31), the company improve its competitive positioning to be more accurate and better differentiate its products from competitors products (4.34), the company communicates to its customers through promotional material (4.25), the company differentiate its products and services to meet its customer needs and desires (4.37), the company have a continuous product innovation based on customers feedback and needs (4.68), the company optimize its marketing resources and get the most impact full of its investment (4.31), the company carry out contentious sales presentations with customers of all its products (4.28), consumer mind based on audio visual presentations used to promote & position its products (4.15) and the company's use psychographic method by making product prices and quality is maintained to lock out customers from competitors (4.09). But the company doesn't create awareness through brochures & booklets of its products (1.78).

5.3 Conclusion

The study concludes that Zebidar Breweries S.C segments its market based on clear product differentiation of its brands characteristics and product benefits. The company considers accessibility, attitude, competitive intensity, market action ability and also understands its market and consumer behavior such as loyalty, attitude by considering the demographic factors such as age, income in order to segment its market. The segmentation strategy of the company has made the firm meets its customer needs, gain higher market share and increase sales volume. Since the market is very large for which the company tries to serve its substantial for the company. But the company does not directly distribute from the manufacturer to the retailers and also the company does not split its products based on rural and urban region or using geographic method.

Zebidar Breweries S.C targets its market by identifying its customer's behaviors and buying motives for its products. The company targets its market by considering its actionability, size ability, measurability, customer behavior and substantiality of the market segment. Since the company can easily and effectively programmed and develop 4'ps, the segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs this shows that the market is actionable for the company. The market is large & profitable enough for which the company tries to serve and it shows that the market is very substantial for the company. The company targets its marketing mix strategies in order to increase customers demand of its products or services and this shows that the market segment is stable. The market segment customer's size, purchasing power and characteristics is measurable. The company is quick responsive to the market segment since it refines its pricing to maximize revenue and meet customer expectation.

Zebidar Breweries S.C position its products by considering psychographic factors such as market responsive, actionable, accessibility and use promotional material through logos, symbols, display signs, audio visual presentations and different packs by participating social corporate responsibility to ensure good visibility and position its products in customers mind. The company increase brand loyalty and decrease brand switching of its customers

and tries to improve its competitive positioning to be more accurate and better differentiate its products from competitor's products. The company differentiate its products and services to meet its customer needs and desires by optimizing its marketing resources and get the most impact full of its investment. The product prices and quality are maintained by the company in order to lock out customers from competitors. Zebidar also does continuous product innovation based on customer's feedback and needs, the company design or redesign new products and services to meet its market needs which shows that the company is responsive to its market. But the company doesn't create awareness through brochures & booklets of its products.

5.4 Recommendations

- Since the company doesn't directly distribute its products from the manufacturer to retailers based on this research finding the researcher recommends Zebidar Breweries S.C need to involve in key employee recruitment process of the distributor, should jointly developed by the distributor performance. The company should constantly follow up that the distributor has a clear succession plan and even if loss of full control over the outsourced operation is common in all outsourcing process, in order to minimize problems that might be faced by the company zebidar has to establish clear expectation with the distributors and put in place transparent control system. Beside to this the company has to put penalty clause in the agreement for any breach of the term of the agreement, the firm need to pursue strong business relationships and ensure a clear understanding between the company and the distributors.
- From the research finding the company doesn't splits its products based on rural and urban region while considering segmenting its market. But since the company segments its market based on demographic factors such as age, income, personal attitude and Zebidar also does continuous product innovation based on customer's feedback and needs. And since the company targets its market by identifying its customer's, buying motives for its products by considering the actionability, sizebility, measurability, customer behavior and substantiality. The researcher

recommends the company to split its products based on urban and rural region while considering segmenting its market in order to better develop 4 P's and program effective strategies that have a better opportunity for the company to increase its sales volume.

- The study also recommends the company to consider and create awareness through brochures and booklets of its products in order to position in consumer mind since it has a better opportunity for the company to address and create awareness in consumer mind the type and quality of Zebidar's Breweries entire products.

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Appendix
Questionnaire
Wolkite University
Department of Marketing management
Degree Program

Questionnaire to be completed by Zebidsr Breweries Sales and Marketing Department Management Teams

Dear Respondent,

The title of this research is the assessment of market segmentation, positioning and targeting practices, a case study on Zebidar breweries S.C. The objective of this survey is to gather, analyze, and synthesize relevant, accurate, sufficient, and timely information that will provide insights about the market segmentation, targeting and positioning strategy practice of Zebidar Brewery S.C. The collected data is an essential requirement for the partial fulfillment of Bachelor degree for the researcher in Marketing management

This questionnaire consists of two sections: Section I deals with the general profile of the respondents, section II covers Determinants of market segmentation, targeting & positioning strategy. The information that you will provide in this survey will be used for the stated purpose and it will be held confidential. I appreciate your voluntary and valuable participation in this survey. I also thank you in advance for sharing your valuable experience and time in completing the questionnaire.

If you have any query you can contact me via Mob No: 0961625179.

Sincerely

Mulugeta Tesfaye

Assessment of the Market Segmentation, Targeting & Positioning strategy

Part 1 Demographic Profile of Respondents

1 **Direction:** Please select the appropriate response category by ticking with X or ☐ mark.

1. Gender: ☐ Male ☐ Female

2. Age (years):

2 ☐ Less than 20 3. ☐ 21 to 35 ☐ 36 to 50 ☐ 51 to 65 ☐ More than 65

Educational level:

☐ 1 to 12 Complete ☐ Certificate ☐ Diploma

☐ BA/BSC ☐ MA/MSC/MBA ☐ PhD

4. Position:

☐ Junior Manager ☐ Senior Manager

5. Service years in zebidar

☐ Less than 1 year ☐ 2 to 5 years ☐ 5 to 10 ☐ More than 10 years

Part 2: Assessment of the Market Segmentation, Targeting and Positioning Strategy

Direction: Please indicate your degree of agreement/disagreement with the following statements by marking right to the appropriate number.

(1 - Strongly disagree; 2 - Disagree; 3 - Neutral; 4 - Agree; and 5 - Strongly agree)

Code	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
SG 1	The company profile its customers based on loyalty status (high, low& none)					
SG 2	The company profile its customers based on their personality, attitudes & self-image					

SG 3	The segmentation strategy of the company has made the firm meets its customer needs and gain higher market share					
SG 4	The customers have less chance to change their behavior or composition over a short period of time					
SG 5	The company's current market segmentation strategy has improved the firm's profitability and sales volume					
SG 6	The company profile its customers based on their income					
SG 7	The company splits its products based on rural and urban region					
SG 8	The company have a clear product differentiation based on its brand characteristics & product benefit					
SG 9	The company selects and focus on the most responsive segments on the exclusion of others					
SG 10	The company profile its customers by gender (Male or					
	Female)					
SG 11	The company reduce competition by operating in a more narrowly defined market					
SG 12	The company profile its customers based on their age					
SG 13	The company distributes directly from the manufacturer to the retailers					
SG 14	The company classifies its customers based on their attitude i.e.+ve,-ve, enthusiast, indifferent					
PO 15	The company design or redesign new products and services to meet its market needs					

PO 16	The company finds hidden needs and make improvements to its existing products					
PO 17	The company have different pack offerings (Bottle, Keg & Can)					
PO 18	The company carry out contentious sales presentations with customers of all its products					
PO 19	The company creates awareness through brochures & booklets of its products					
PO 20	The company increase brand loyalty and decrease brand switching of its customers					
PO 21	The company uses display signs to ensure good visibility of its products					
PO 22	The company differentiate its products and services to meet its customer needs and desires					
PO 23	The market is easy to reach for the company through promotional and distribution strategy					
PO 24	The company communicates to its customers through promotional material					
PO 25	The company has acquired a strategic position for its all product in the market					
PO 26	The company improve its competitive positioning to be more accurate and better differentiate its products from competitors' products					
PO 27	The company have audio visual presentations used to promote & position its products					
PO 28	The company have ads in print or broadcast used to promote & position its products					

PO 29	The company takes part in special events taking place in its region					
PO 30	The company contentiously participates on social corporate responsibility					
PO 31	The company participates in fairs and trade promotions					
PO 32	The company uses logos and symbols to position its products in customers mind					
PO 33	The company have a continuous product innovation based on customers feedback and needs					
PO 34	The company give samples to its customers to promote it's products					
PO 35	The company optimize its marketing resources and get the most impact full of its investment					
PO 36	The company charges high prices for products with high perceived value and quality					
PO 37	The company's product prices and quality are maintained to lock out customers from competitors					
TA 38	The segments should not be preempted by the firm's competition					
TA 39	The company refines its pricing to maximize revenue and meet customer expectation					
TA 40	The market segment is large & profitable enough for company which it tries to serve					
TA 41	The company identify it's most and least profitable customers					
TA 42	The size, purchasing power, and characteristics of the segments can be measured					

TA 43	The company identify its customers behaviors and buying motives for its products					
TA 44	The company can easily and effectively program and develop 4'ps					
TA 45	The company targets its marketing mix strategies in order to increase customers demand of its products or services					
TA46	The market segment is large & profitable enough for company which it tries to serve					
TA 47	The segments are conceptually distinguishable and respond differently to different marketing mix elements and programs					
TA 48	Effective programs can be formulated for attracting and serving the segments					