

ST. MARY'S UNIVERSITY COLLAGE
FACULTY OF BUSINESS
DEPARTEMENT OF MARKETING MANAGEMENT

AN ASSESSMENT OF SALES PROMOTION PRACTICE IN THE CASE
OF AL-SAM PRIVATE LIMITED COMPANY

By

MERKEB TESFAMARIAM

JULY, 2013

SMUC

ADDIS ABEBA

**AN ASSESSMENT OF SALES PROMOTION PRACTICE IN THE CASE
OF AL-SAM PRIVATE LIMITED COMPANY**

**A SENIOR ESSAY SUBMITTED
TO THE DEPARTEMENT OF
MARKETING MANAGEMENT
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ST.MARY'S UNIVERSITY COLLAGE**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF BACHELOR OF ARTS IN MARKETING
MANAGEMENT**

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CHAPTER ONE

INTRODUCTION

1.1. BackgroundoftheStudy

Promotion has been defined as the coordination of all sellers initiated efforts to setup channels of information and persuasion in order to sell goods and services or promote ideas. The basic tools used to accomplish an Organization communication objectives are oftenreferred to as promotional mix. Promotional mix includes four elements:- Advertising, Sales promotion, Publicity, Public relation and Personal selling.(Belch & Belch, 2005).

According to Pride, (2008) sales promotion is an activity or material or both, that acts as a direct inducement offering added value or incentive for the product, to resellers, sales people or consumers. The incentives includes: demonstration, contests, price-offs, coupons, free samples, money refund offers. Likewise, David. J, (2004) pin pointed that sales promotions are incentive to consumers or the trade that are designed to stimulate purchase, it includes trade discounts, sales contests, trade allowance, training. Furthermore, Kumar and Mittal,(2002) stated that sales promotion aims directly at inducing purchasers to buy a product. It involves coupons, price off, free samples, special package, demonstration and money refund offers. Sales promotion activities are designed to encourage consumers and traders to sell the product. It is different from personal selling and advertising in the sense that sales promotion is non-recurrent in nature and is for a short period.

AL-SAM Private Limited Company, the mother company of LENA PLC, is a national company founded by Mr. SabirArgaw, it was established in 1999 at a paid up capital of birr 2,000,000.00. The company is engaged in import, export, real state and domestic trade investment following this objective, AL-SAM has succeed in forming a joint venture manufacturing facility of its leading brand B-29 soap in Ethiopia so as to create job opportunity and technological knowhow transfer. AL-SAM is known with its major brands Kiwi, Everedy and energizer dry cell batteries, S-26 infant formula, Colgate, Bic pen, Kanny cream instant milk and many more.

Sales promotion is intended to create an immediate response from the market, it consists of all marketing activities that attempt to stimulate quick buyer action or in other words attempt to promote immediate sales of a product.(Hoffman.et.al, 2005)

It's through the effective implementation of sales promotion that the consumer will be aware, persuaded and interested to buy the product so undertaking this research will help the student researcher to assess the sales promotion practice of AL-SAM PLC and will help the company to be more successful within its sales promotion practice.

1.2.Statement of the Problem

Unlike other promotional mix sales promotion is an effective sales tool. Internal and external factors have assisted in the adoption of sales promotion successfully. The other promotion medias are costly and not very effective, sales promotion is both economical and effective. Moreover, sales promotion is more personal than mass advertising so that it provides more opportunities for the development of sales. (Mishra.M, 2004).

According to Frain, (2004), Sales promotion complements the other communication elements, especially in the field of fast moving consumer goods. It includes those activities designed to encourage user-purchase at point of sale, to increase dealer effectiveness and to reward customer loyalty, include in store-displays, demonstrations, and exhibition. Moreover, lamb.et.al (2005) stated that sales promotion is a marketing activity that stimulates consumer purchasing and dealer productivity through contests, demonstrations, discounts, exhibitions or trade shows, point of sale displays, and merchandising, special offers, and similar activities.

AL-SAM PLC is one of major companies engaged in distributing consumer goods that require high sales promotion. The company use sales promotion because of many reasons like, when there is over stock situation, to introduce new product, by watching competitors attitudes, product awareness creating. A preliminary observation made by the researcher shows that there is low sales promotion budget and due to complacent the company give less attention to pull its products through customers only they have an attention in pushing its products through traders.

The study was taken to assess sales promotion practice of AL-SAM PLC.

1.3. Research Questions

The following are the basic research questions that the student researcher tried to give answers:

- What is the company's sales promotion strategy look like?
- What are the feedbacks of business customers towards the sales promotion practice?
- What kind of sales promotion tools does the company use to push its products?
- How does the case company allocate budget to its sales promotion practice?

1.4. Objective of the study

The research paper has both general and specific objectives as stated below.

1.4.1. General Objective

The general objective of the study is to assess the sales promotion practice in the case of AL-SAM plc.

1.4.2. Specific Objectives

The following are the specific objectives that the student researcher tried to give answer.

- To indicate what the sales promotion strategy of the company look like.
- To identify feedback of customers towards the sales promotion practice.
- To point out what sales promotion tools uses the company.
- To point out how the case company allocate budget to its sales promotion practice.

1.5. Significance of the Study

The student researcher believes that the study provides the following significance:

- It will help the company to analyze the different factors that affects their sales promotion practice.
- It will help the student researcher to develop her skill about research undertakings.
- It will give a clue for those who will be interested to conduct on in depth study on the issue.

1.6. Delimitation of the study

This research has been focused on sales promotion specifically trade sales promotion practices of AL-SAM PLC. This study covered the period from September 2008- April 2013 because the student researcher will get a relevant information during this period, the company sales its products to traders all over Ethiopia but addressing all is difficult so the student researcher restricted only on the retailers in Addis Ababa within four areas located in Mesalemiya, Piassa, Kasanchis and Merkato because the student researcher believes these four areas are main market places.

1.7. Research Design and Methodology

1.7.1 Research Design

In this research paper descriptive research design has been primarily used, because the student researcher believes it helps to describe the main feature of sales promotion practice in AL-SAM Plc.

1.7.2. Population and Sampling Technique

In this study retailers and Marketing Manager of AL-SAM PLC were considered as participants of the study. Because of the fact that the exact number and list of the retailer is not known the student researcher used non-probability sampling approach, based on the recommendation given by Malhotra (2006) and a total number of 200 respondents were taken as a reliable sample size. The student researcher used convenience sampling technique or accidental sampling because it helps to choose samples based on the respondents conveniences in terms of time and place.

1.7.3. Types of Data Collected

The student researcher uses primary and secondary data source. The primary data was collected by conducting personal interview with the marketing manager and questionnaire has been distributed to the retailer respondents. The secondary data were collected from books and company records.

1.7.4. Method of Data Collection

The student researcher collected primary and secondary data. The primary data consists of qualitative and quantitative data. The qualitative data was collected from marketing manager by conducting an interview. To obtain quantitative data the student researcher distributed questionnaires to retailer respondents. The secondary data was collected from publication, brochures, and company records.

1.7.5. Data Analysis Methods

To analyze data obtained through questionnaire the student researcher quantitative approach. To summarize data, percentage and tables were used. Moreover, the student researcher used qualitative analysis for all qualitative data that was collected from an interview that was conducted with the manager and data that has been collected from an open ended question of the questionnaire.

1.8. Limitation of the study

While conducting the study, the student researcher had experienced certain limitations, among others, the following are the major limitations encountered by the student researcher: some respondents were not able to complete the questionnaire, the time schedule outlined to collect the questionnaire was not met because of respondents, furthermore, there was constraint and availability of information from the corporation's side.

1.9. Organization of the Study

This paper contains four chapters. The first chapter deals with introduction which include: background of the study, statement of the problem, research questions, objective of the study, significance of the study, delimitation of the study, research design and methodology, method of data collection, types of data to be collected, data analysis method and organization of the study. The second chapter contains review of literature; the third chapter contains presentation, analysis and interpretation of data. The last chapter contains summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF THE RELATED LITRATURE

The importance of this section is to review literature related to the study. Therefore, the researcher tries to see the work of different writers regarding sales promotion and definition, objective, significance, forms of sales promotion and its strategies.

2.1. Overview of Sales Promotion

2.1.1. Definition of Sales Promotion

According to Brassington and Pettitt,(2005), Sales promotion is a range of marketing techniques designed within a strategic marketing framework to add value to a product or service over and above the 'normal' offering in order to achieve specific sales and marketing objectives this extra value may be a short-term tactical nature or it may be part of a long-term franchise-building program. Furthermore, Mullins, (2004) stated that designed to boost the sales of a product or service it may include advertising campaigns, increased public relations activity, setting up competitions with attractive prizes, free-sample campaign, offering free gifts, temporary price reduction, demonstrations or exhibitions, door-to-door calling, and other. Likewise, Ensor and Drummond, (2006) pin pointed that sales promotions are incentives, inducements and point of sale material designed to stimulate trade and/or consumer demand, includes free samples, discount vouchers, demonstrations and exhibition. Furthermore,

2.1.2. Sales Promotion Objectives

According to Jobber, (2004) the most basic objective of any sales promotion is to provide extra value that encourages purchase. When targeted at consumers the intention is to stimulate Consumer Pull; when the trade is targeted Distribution Push is the objective. Specific sales promotion objectives are:

- i. Fast sales boast- promotions that gives large immediate benefits, such as money off or bonus packs have bigger effects on sales volume than more distant promotions such as competitions or self-liquidations.

- ii. **Encourage Trial-** sales promotion can be source full by encouraging trial. If new buyers like the brand, the long-term effect of the promotion may be positive.
- iii. **Encourage repeat purchase-** any offer that require the collection of packet tops or labels (e.g. Free mail-ins and promotions such as bingo games) is attempting to raise repeat purchase during the promotional period. Loyalty cards are designed to offer consumers an incentive to repeat purchase at a store.
- iv. **Gain distribution and shelf space-** trade promotions are designed to gain distribution and shelf-space. Discounts, free gifts and joint sales promotion are methods used to encourage distributors to stock brands. Also, consumer promotions that provide sizeable extra value may also persuade distributors to stock or give extra shelf space.

2.1.3.Sales Promotional Push and Pull Strategy

Push strategy

According to Kotler et.al, (2005), push strategy is a promotion strategy that calls for using the sales force and trade promotion to push the product through channels. The producer promotes the product to wholesalers, the wholesalers promote to retailers and the retailers promote to consumers. Furthermore, Boone and Kurtz, (2005)pointed that the objective of push strategy is promoting the product to the members of the marketing channel rather than to final users. To achieve this, marketers employ cooperative advertising allowances, trade discounts, personal selling efforts by sales people and other dealer supports.

Pull strategy

Is a promotion strategy that calls for spending a lot on advertising and consumer promotion to build up consumer demand. If the strategy is successful consumers will ask their retailer for the product, the retailers will ask the wholesalers, and the wholesalers will ask the producers or manufacturers.(Kotler.et.al , 2005)

2.1.4. Planning for Sales Promotion

According to Palmer, (2004) effective sales promotion involves an ongoing process with a number of stages:

1. **Establishing objectives**-if the target is the **customer**, objective could include the encouragement of increased usage or the building of trial among non-users or other brand users. If the target is **intermediaries**, objective could be to encourage off-season sales, or off-selling competitive advantage.
2. **Planning the sales promotion programme**- this is related to the timing and how long the sales promotion tools are to be used. Also important are the size of the incentive, rule for entry and the overall budget for the promotion.
3. **Selection the promotion tools**- selecting the most appropriate tools require assessing the cost and effectiveness of each tools.
4. **Pre-testing**- this should be undertaken in order to ensure that potentially expensive problems are discovered before the full launch of a promotion.
5. **Implementation**- implementation includes two time factors. first, the 'lead time'- the time necessary to bring the programme up to the point where the incentive is to be made available to the public. Second, the 'sell-in time', which is the period of time from the date of release to when approximately 90 percent of incentive material has been received by potential customers.
6. **Evaluation**- at last, the performance of the promotion needs to be assessed against the objective set.

2.2. The promotion mix

Promotional mix is one of basic instruments of marketing that has a purpose to inform about other instruments of marketing mix and to contribute to sales increase on the long term. The promotion is always serving to specific goal. These goals can be public informing, demand increasing, product differentiation, and product value increasing or sales stabilizing. Promotion mix is combination of personal selling, advertising, public relation and sales promotion to reach a target market. The proper promotional mix is the one that management believes will meet the needs of the target market and fulfill the organizations overall goals.(lamb.et.al ,2006)

Types of Promotional Mix

There are Fivetypes of promotion.

- i. Advertising**
- ii. Public relation**
- iii. Personal selling**
- iv. Direct marketing**
- v. Sales promotion**

2.2.1. Advertising

2.2.1.1. Definition of Advertising

Advertising is any paid up form of non-personal presentation and promotion of ideas, goods, or services by identified sponsor. Advertising can be a cost-effective way to disseminate messages, whether to build a brand preference or to educate people. (Kotler.P. and Lane.K ,2006)

Advertising is a promotion via an advertisement in a chosen advertising medium, guaranteeing exposure to a general or specific target audience, in return for an advertising rate charged by the media owner plus the cost of producing the advertisement. (Kumar.N. and Mittal.R, 2002)

Advertising is any form of paid communication in which the sponsor or company is identified. Traditional media such as, television, radio, magazines, books, direct mail and bill boards are most commonly used to transmit advertisement to customers. (McDaniel. et.al ,2006)

2.2.2Public relation

2.2.1.2. Definition of Public Relation

According to kotler.et.al, (2005) Public relation is building good relationship with the company's various publics by obtaining favourable publicity, building up a good 'corporate image' and handling or heading off unfavourable rumors, stories and events. Major public relation tools include press relations, product publicity, corporate communication, lobbying. Moreover, Pride,(2006) described that public relation is a planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its target publics.Also,

Jefkins, (1983) gives a revised definition 'public relation is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programs of action which will be serve both the organization and public interest. Correspondingly McDaniel.et.al, (2006) indicated that public relation is the element in the promotional mix that evaluates public attitudes, identifies issues that may elicit public concern, and executes programs to gain public understanding and acceptance.

2.2.3. Personal Selling

2.2.1.3. Definition of Personal Selling

According to Belch and Belch, (2003) personal selling is a form of person to person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company's product or service it involves direct contact between buyers and sellers, either face to face or through some form of communication. Personal selling is also involved more immediate and precise feedback because the impact of the sales presentation can generally be assessed from the customers reaction. Moreover, Hoffman.et.al, (2005) indicated that personal selling is person to person communication in which a seller informs and educates prospective customers and attempts to influence their purchase choice. Similarly, Ensor and Drummond pin pointed that personal selling is the process of identifying customer needs and matching such needs with the benefits offered by a providers products the process consists of direct person to person interaction and communication.

2.2.4.Sales Promotion

2.2.4.1.Definition of Sales Promotion

According to Brassington (2000) Sales promotion is one of four key marketing communication tools, along with advertising, public relations, and personal selling. It offers a set of tactical options that can be uses separately or in combination. Although these tactics are constantly evolving, they continue to fall into two broad categories: consumer and trade. Moreover, Kotler (2006) stated that sales promotion is a key ingredient in marketing campaigns and consists of incentive tools, mostly short term designed to stimulate quicker or greater purchase particular

products or services by consumers. Sales promotions programmes are those activities other than stimulate consumer purchase. Additionally, Jonathan.et.al (2004) indicated that sales promotion is incentive-offering and interest-creating activities which are generally short-term marketing events by motivating, stimulating, and influencing the purchase and other desired behavioral responses of the firm's customers other than advertising, personal selling, publicity and direct marketing.

Types Of Sales Promotion

2.2.4.2.Consumer Oriented Sales Promotion

A sales promotion designed to stimulate consumer purchasing. It may offer samples, rebates, gifts, high value trade-in credit, coupons etc.

According to Kotler.et.al,(2005) consumer promotion may be used to:

- 1) Increase short-term sales
- 2) Help build long-term market share
- 3) Entice consumers to try a new product
- 4) Lure consumers away from competitor's products
- 5) Encourage consumers to 'load up' on a mature product
- 6) Hold and reward loyal customers

Consumer promotion tools

Samples- Offers a consumer of trial amount of a product.

Coupons- certificates that gives buyers a saving when they purchase a product.

Cash refund offers (rebates)- offers to refund part of the purchase price off a product to consumers who send 'proof of purchase' to the manufacturers.

Price packs- reduced prices that are marked by the producer directly on the label or package.

Premiums- goods offered either free or at lower cost as incentive to buy a product.

Advertising specialties-useful articles imprinted with an advertiser's name, given as gifts to consumers.

Point of purchase promotion (pop)- displays and demonstrations that take place at the point of purchase or sale.

Product warranties- explicit and implicit promises by sellers that the product will perform as specified or that seller will fix it or refund the customer's money during a specific period.

Competitors , sweepstakes lotteries and games- promotion that offers customers the chance to win something-cash, goods or trips by luck or extra effort.

2.2.4.3. Trade Promotion

Trade promotion encourages buyers to buy a large quantity of the product. Also known as buying quantity. It is also known as buying allowance because it is an offer of some discounts on item of purchase above a minimum quantity. (Mishra.M. 2004).

According to kotler.p. et.al (2005) objectiveof trade promotion includes:

- 1) Motivating retailers to carry new items and more stock
- 2) Inducing them to advertise the product and give it more shelf space
- 3) Persuading them to buy ahead and
- 4) New product launch

Trade Promotion Tools

According to lamb.et.al, (2000) sales promotion tools can be:

Trade Allowance- is a price reduction offered by manufacturers to intermediaries such as, for distributing something specific. E.g. allocating space for a new product, buying something during special periods.

Push money- intermediaries receive push money as a bonus for purchasing the manufacturer's brand through distribution channel.

Free merchandize- offers to retailers free merchandise in lieu of quantity discounts.

Tradeshows and conventions- industry associations organize annual tradeshows and conventions. Firms selling products and services to the particular industry buy space and set up booths and displays to demonstrate their products.

Sales contents- aims at including the sales force or dealers to increase their sales results over a stated period with prizes going to those who succeed.

Training- Train intermediary's personnel if the product is rather complex.

2.3. Role of Sales Promotion

The role of sales promotion is to provide an incentive to consumers and or/ trade buyers to purchase the firm's product right away. Especially when directed to consumers, it can also help to encourage brand switching, this is different from advertising, which is used to build a product's visibility and enhance its images over time. Sales promotion is generally less expensive, effective and easier to track and quantify.(belch and belch, 2005)

2.3.1. Benefits of Sales Promotion

According to Shultz and Robinson, (1998) sales promotion advantages includes:

- A sales promotion increase sales in the short-term bringing in higher revenue to the business.
- The word 'sale' often attracts new segments of the market who are attracted to the idea of getting bargain.
- Sales can create a buzz around the store that can increase footfall and purchase.
- Sales promotions encourage word of mouth marketing.
- Sales promotion creates differentiation, when you launch new product or ask customers to engage with your business in anew days, this sets you apart from your competition.
- Creates new content and communication opportunities, one of the easy way to create content for your customers is to create news.

- Drives customers decisions, limited availability offers can create a sense of urgency buying.
- Creates training activity for your staffs.
- Create testing opportunity
- Growth revenue, sales promotions are a great way to build year-over-year and month-over-month revenue growth.

2.3.2. Budget allocation

Budget allocation depends on number of factors, including the specific promotional objectives of the campaign, the market and competitive situations, and the brand's stage in its life cycle. In the introductory stage, a large amount of the budget may be allocated to sales promotion techniques such as sampling and couponing to induce trial. In the growth stage, however, promotional money may be used primarily for advertising to stress brand differences and keep the brand name in customer's mind. When a brand moves to the maturity stage, advertising is primarily a reminder to keep customers aware of the brand. Consumer-oriented sales promotion such as coupons, price-offs, premiums, and bonus packs may be needed periodically to maintain consumer loyalty, attract new users, and protect against competition. Trade oriented sales promotions are needed to maintain shelf space and accommodate retailers demands for better margins as well as encourage them to promote the brand.(Kotler, 2006).

According to Frank, (1983) there are five techniques that determine/allocate funds to sales promotion:

1. Percentage of sales method

The percentage of sales is used to determine the promotional budget of the company, so the company more or less pull certain percentage of the sales made in a fixed period it can be for say last year or for several past years.

2. Unit of sales method

Here the base is UNITS of sales that are made. The figures of in its multiplied by fixed amount of money to reach the budget amount.

3. Competitive parity method

The logic attributed of this method is that the collective minds of the companies in the industry probably generate promotion budget that are close to optimal and any departure from the industry norms may lead to promotion war.

4. All you can afford method

In other words it means all you are left with, so all that is left after all other relevant allocations have been made, this approach is used by small companies with small budget or may be by some other firms that are big when they are introducing the new product.

5. Objective end task method

In this approach, first a thorough study will be done (understanding the market, the product, the offerings, the most crucial competition and consumer behavior in order to set the ultimate promotion objectives. These objectives may related to reach short term sales objectives, ultimately drives sales, introducing new product, stimulate trial, etc. within a specific time. Now you determine how much money would be required to fulfill each of these tasks in order to achieve these promotion objectives.

2.3.3. Growth of Sales Promotion

Sales promotion tools are used in organization, manufacturers, distributors, retailers, trade associations and not-for-profit institutions. They are targeted toward final buyers(consumer promotion), retailers and wholesalers (trade promotions), business customers (business promotion) and member of the sales force (sales force promotions). Today, in the average consumer packaged-goods company, sales promotion accounts for 76 percent of all marketing expenditures.(Kotler and Armstrong, 2008).

According to Jobber, (2006) reason to the growth of sales promotions are:

- Increasing competition

Due to increase in competitions it is increasingly difficult to compete on quality, they are therefore restoring to more and innovation methods of sales promotion.

Consumers acceptance

As competition intensifies and promotions proliferate, consumers have learnt to earn the rewards of being smart shoppers.

- Expectation of price decrease

With the entry of many different brands of consumer durable products in the same product category, consumers anticipate that the price will come down. This encourages them to postpone their purchase. To speed up the purchase in this segment of consumers, sales promotions are an effective and attractive method. Consumers evaluate the incentives associated with their purchase decision and are motivated to act now, rather than wait for the anticipated decrease in price.

- Advertising is more expensive and less effective

All the advertising media have become quite expensive. Sales promotion is a more cost-effective promotion method to produce sales results.

- Trade has become more powerful

Retailers and wholesalers have become powerful and find themselves in a position to demand extra facilities from the companies. The channel members demand more incentives to get the desired result.

- Emphasis on Sales Volume

Compared to other promotional methods, sales promotion is a more effective method to generate short-term sales volume.

- Sales Promotion Maximize Profit

A company can maximize profits by using sales promotion, such promotions can permit price discrimination by allowing the brand to compete in two or more different market segments.

Introducing an Element of Interest

Interest promotion techniques are samples, contests, and sweepstakes, free premiums and mail-in premiums these promotions create an element of interest and excitement that customers enjoy it.

- Excess Stocks

Because of increasing number of brands, it is difficult for manufacturers and dealers to anticipate future sales, This, at times, leads to excessive inventories, and quickest way to clear that, is to go for sales promotion.

2.3.4. Sales Promotion and Consumer behavior

According to Blatteberg and Neslin (1990) sales promotions are action-focused marketing events whose purpose is to have a direct on the behavior of the firm's consumers. There are three major types of sales promotions; consumer promotion, trade promotion and retail promotion. Moreover, Brassington and Pettitt, (2000) provide a revised definition for sales promotion ' a range of marketing techniques designed within a strategic marketing framework to add extra value to a product or service over and above the 'normal' offering in order to achieve specific sales and marketing objectives. This extra value may be a short-term tactical nature or it may part of a longer-term franchise-building program.

Sales promotion generally works on a direct behavioral basis rather than effecting awareness or attitude. Business consumers are larger than individual consumers, meaning that each business consumers is more important to the economic situation of the business marketers company. There are also few business, so each business consumers is also more important to the economic situations of the company; unhappy consumers can affect the business marketers business in a noteworthy way.(Palmer.A, 2004)

2.3.5.Culture and consumer behavior

Culture has significant effect on the behavior of individuals; the culture may have possible impact: perception, motivation, learning and memory, age, self-concept, group influence, social class, sex roles, attitude change, decision making, purchase and post-purchase behavior. Brand loyalty might be influenced by cultural values.(Schiffman.G and Kanuk.L,2004).

Perception- is the process by which a person selects, organizes and interprets information. When consumers collect information about a high-involvement service such as a cruise, they follow a series of steps or a hierarchy of efforts.(Kotler and Armstrong, 2005).

According to Mooji, (2004) social characteristics of consumers are:

Culture- is the set of values, norms, attitudes and other meaningful symbols that shape human behavior, as well as the artifacts, or products, of that behavior as they are transmitted from one generation to the next.

Sub group- is a homogenous group of people who share elements unique to their own group.

Sub culture-is a distinct cultural group that exists as an identifiable segment within a large, more complex society.

Reference groups-is one that influences a person's thoughts or actions. For many goods and services references groups have an important impact on purchase behavior. A reference group may be aspiration, membership or disactive. An aspiration group is one to which a person does not belong but wishes to belong such as fraternity, professional society or a social club. A membership group i.e. one to which the person does not want to belong such as an unpopular social group, school dropouts or a low achievement group.

Opinion leaders- these are people to whom other consumers turn for advice and information via face to face communication. Opinion leaders turn to be spent about a product category, social accepted, long standing members of the community, gregarious, active, and trusted and tend to seek approval from others. Opinion leaders normally have an impact over a narrow range of products, they are perceived as more credible than company sponsored sources of information.

Family- family is an orderly series of stages through which consumer's attitudes and behavioral tendencies evolve, through maturity, experience and changing income and status.

- i. **Social class-** is a group of people who are considered nearly equal in status or community esteem, who regularly socializes among themselves both formally and informally and who share behavioral norms.
- ii. **Upper class-** consists of the very rich and well-to-do.
- iii. **Middle class-** middle class consumers have a much different perspective on life.
- iv. **The working class-** the working class depends heavily on relatives and community for economic and emotional support.
- v. **The lower class-** fall at or below the poverty level.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter deals with data presentation, analysis and interpretation of data gathered from questionnaires and interviews. In order to collect responses related with the subject under consideration, 200 questionnaires were distributed to be filled by retailers who directly related with the study. However, among the sample questionnaires distributed only 175 questionnaires were collected that being filled out by retailers who were willing and able to cooperate, 25 of them were not able to fill because of unknown inconvenience. Finally, interviews was made with the manager of AL-SAM and will be dealt accordingly as part of this chapter.

Table 1: General Characteristics of the Respondents

Item	Question	Demographic Distribution	
1.	Gender	Frequency	Percent (%)
	Male	102	58%
	Female	73	42%
	Total	175	100%
	Age		
2.	18-25	30	17%
	26-30	36	21%
	31-36	56	33%
	37-42	32	19%
	Above 42	19	11%
	Total	175	100%
	Education Background		
3.	Grade 12 complete	91	52%
	Below 12	8	5%
	Certificate	39	22%
	Diploma level	14	8%
	Degree and above	23	13%
		Total	175
	Experience in the field of the business		
4.	1-2 years	46	26%
	3-5 years	83	47%
	6-8 years	38	22%
	9-above	8	5%
		Total	175

According to item 1 of table 1 in the previous page, which indicates gender of respondents, 102(58%) of the respondents indicated that they are male, while the remaining 73(42%) of the respondents were female. Based on the data, most of the questionnaires were filled by male respondents.

According to item 2 of table 1 in the previous page, which designates age category of respondents, 30(17%) of the respondents specified that they are between 18-25years, 36(21%) of them said they are between 26-30years, 56(33%) of them point out that they are between 31-36years, 32(19%) of the respondents stated that they are between 37-42years, whereas the rest said they are above 42. Based on the data indicated above the student researcher understands that majority of respondents age category found between 33-36 years.

As indicated in item 3 of table 1 of the previous page, which indicates educational qualification of respondents, 91(52%) of the respondents indicated that they are below 12, 8(5%) of them said they are grade 12, 39(22%) of them pointed out that they have certificate, 14 (8%) of them said they are diploma holders, while the rest 23(13%) of the respondents pin pointed that they are degree and above holders. From the above data the student researcher can infer that majority of the respondents are below grade 12.

According to item 4 of table 1 of the previous page, which indicates respondent's experience in the field of the business, 8(5%) of the respondents indicated that from 1-2 years, 83(47%) of them said from 3-5 years, 38(22%) of the respondents point out from 6-8 years, whereas the remaining 46(26%) of the respondents said 9 and above.

Table 2. Knowing customers attitude.

Item	Question	Number	Percent(%)
1.	For what reason do you purchase from AL-SAM plc.? <ul style="list-style-type: none">• Quality of the product• Reasonable selling price• Because of the reward	40 51 84	23% 29% 48%
	Total	175	100%

According to item 1 of table 2, respondents were asked their reason for buying a product from AL-SAM. To this end, 40(23%) said because of the quality of the product, 51(29%) indicated that the reasonable selling price, while the remaining 84(48%) of the respondents indicated that the reason for buying the product from the company is the reward. This implies that the respondents were attracted by the company's promotion practice to buy a product.

Table 3. Sales promotion tool used by the company.

Item	Question	Number	Percent(%)
1.	What kind of incentives does the company offers you? Trade allowance Price discount BOGOF Sales contest Training	31 47 77 11 9	18% 27% 44% 6% 5%
	Total	175	100%

According to item 1 of table 3, in the previous page, 31(18%) of the respondents customers indicated that they receive trade allowance from the company, 47(27%) of the respondents customers said they receive price discount 77(44%) of them pointed that they receive BOGOF(buy one get one free), 11(6%) of the respondents said that they receive sales contest while the remaining 9(5%) of the respondents pin pointed that they receive training. Based on the data indicated above the student researcher can infer that the majority of the business customers of the receive BOGOF (buy one get one free) method, this implies that the company rewards intermediaries but mainly focused on this method.

Tabel 4. Customer responses due to the company's sales promotion practice.

Item	Question						
		Very good	Good	Medium	Low	Very low	Total
1.	Trade allowance						
	• No of respondents	77	48	50			175
	• Percentage (%)	44%	27%	29%			100%
2.	Price discount						
	• No of respondents	77	59	39			175
	• Percentage (%)	44%	34%	22%			100%
3.	BOGOF(buy one get one free)						
	• No of respondents	153	22				175
	• Percentage(%)	87%	13%				100%
4.	Sales contest						
	• No of respondents	53	45	47	30		175
	• Percentage (%)	30%	26%	27%	17%		100%
5.	Training						
	• No of respondents	59	73	43			175
	• Percentage	34%	41%	25%			100%

According to item 1 of table 4, respondents were asked how much they are attracted to trade allowance 77(44%) of respondents responses replied very good, 48(27%) of respondents replied good and 50(29%) of respondents said medium, none of respondents responses neither low nor very low. This implies most of respondents were attracted.

According to the above findings of item 2 table 4, respondents were asked how much they are attracted to price discount ,77(44%) of respondents responses very high, 59(34%) of respondents responses good and 39(22%) of respondents are the remaining and none of respondents responses neither low or very low.

From item 3 of table 4, respondents were asked how much they are attracted to BOGOF (buy one get one free), 153(87%) of respondents responses very high and the remaining 22(13%) of respondents responses good, the student researcher understands that majority of responds very high this implies that the company's business customers are highly attracted by BOGOF(buy one get one free) sales promotion tool.

Regarding the above table 4 item 4, respondents were asked how much they are attracted by sales contest, 53(30%) of respondents responses very high, 45(26%) of respondents responses high, 47(27%) of respondents responses medium and the remaining 30(17%) responses low.

According to item 5 of table 4 in the previous page, respondents were asked how much they are attracted by training, 59(34%) of respondents responses very high, 73(41%) of respondents responses high, and the remaining 43(25%) responses low.

In general, the student researcher can infer that the majority of the business customer respondents of AL-SAM plc. are highly attracted by BOGOF (buy one get one free) although the company is using this method widely, this implies that the company is highly attracting customers by offering an extra good.

Table 5. Customers response towards the company’s rewarding effort

Item	Question	No of respondents	Percent(%)
1.	Does the reward initiate you to buy more of the product?		
	Yes	153	87%
	No	22	13%
	Total	175	100%
2.	If yes, what do think your feedback of the reward?		
	I carry new items and i stock more	57	37%
	I give it more shelf space	43	28%
	I persuade the buyers to buy the product	53	35%
	Other	0	0
	Total	175	100%
3	If AL-SAM stops giving the reward?		
	I will not purchase anymore	85	60%
	I will still buy the product	57	27%
	I don’t know what I am going to do	33	13%
	Total	175	100%

According to the above table 5 of item 1, Respondents were asked whether the company’s reward initiated them to buy more of the company’s product or not, 153(87%) of respondents indicated that they are initiated, while and the remaining 22(13%) of the respondents pin pointed that they are not initiated. Based on the above data the student researcher understands that the majority of the company’s business customers are initiated by the company’s method of rewarding.

Regarding to the above table 5 of item 2, respondents were asked their feedback about the reward, 57 (37%) of respondents said they carry new items and stock more, 43(28%) respondents said they give it more shelf space, the remaining 53(35%) respondents said they persuade buyers to buy the product. This indicates that majority of respondents responses due to the reward carry new items and stock more. This have a positive implication for the company’s success.

According to item 3 of table 5, respondents were asked whether they continue or stops purchasing if the company stops offering the reward, 85(60%) of respondents said they will not purchase anymore, 57(27%) of respondents replied they will still by the product, the rest 33(13%) of respondents replied that they don’t know what they will do. The student researcher understands that majority of the respondents responses that they will not buy the product if the company stops offering the reward.

Table 6. Collecting of feedback

Item	Question	No of respondents	Percentage(%)
1.	How do you rate the company’s method of collecting feedback after offering the reward?		
	Very high	7	4%
	High	21	12%
	Medium	68	39%
	Low	79	45%
	Very low		
	Total	175	100%

As shown in the above table 6 of item 1, respondents were asked the company’s method of collecting feedback after offering a reward, 7(4%) of respondents replied very high, 21(12%) of respondents responses high, 68(39%) of respondents responses medium while the remaining other 79(45%) of the respondents responses very low for the company’s method of collecting

feedback .The student researcher understands that majority of the respondents responses low, this have a negative implication for the company.

Table 7.Evaluation of the company’s sales promotion practice.

Item	Question	Customers Evaluation	
		Number	Percent (%)
1.	How do you evaluate the value that you receive from the company’s sales promotion?		
	Very good		
	Good	89	51%
	Medium	67	38%
	Low	19	11%
	Very low		
	Total	175	100%
2.	Howdo you evaluate the company’s sales promotion practice compared to its competitors?		
	Very good	33	19%
	Good	23	13%
	Medium	56	32%
	Low	63	36%
	Very low		
	Total	175	100%

Respondents were asked to evaluate the value that they receive from the company’s sales promotion, to this end 89 (51%) of them replied very good, 67(38%) of respondents responses

medium, and the remaining 19(11%) of respondents responses low. The student researcher understands that majority of business customers of the company are satisfied by the value that they receive from the company. This implies that the company have implemented the sales promotion successfully.

According to item 2 of table 7, respondents were asked to evaluate the company's sales promotion practice compared to its competitors to this end, 33(19%) of the respondents responses very good, 23(13%) of respondents responses good, 56(32%) of respondents responses medium while the remaining 63(36%) of the respondents responses low. This indicates that the respondents were less attracted by the company's sales promotion practice compared to it's competitors.

Table 8. Suggesting customers

Item	Item	No of respondents	Percentage(%)
1.	How often do you suggest the company's product when your customer's ask for a product in your outlet?		
	Very often	67	38%
	Often	78	45%
	Average	0	0
	Sometimes	30	17%
	Rarely		
	Total	175	100%

Regarding the table 8 item 1, customers were asked how often they suggest the company's product when their customers ask for a product in their out let, 67(38%) of respondents responses very often, 78(45%) of the respondents responses often, 30(17%) of the respondents responses sometimes, none of the customers responses average and rarely. The student researcher understands that most of respondents responses often, this implies business customers of the

company often recall a product when their customers asks, this implies that the company already made a strong relationship with its business customers.

Analysis of responses gathered from open ended questions

Q.What is your reason to buy a product from AL-SAM PLC after the sales promotion over?

Sometimes sales promotions are good public-relations vehicles, and can generate interest and return customers. They may be able to add to customer brand awareness at a lower cost than other promotional means. In this case the goal is not additional profits but rather additional sales over the long term, as more customers become familiar with the advantages of the particular brand. Customers surveys to determine brand familiarity before and after the sales promotion give an accurate evaluation of the immediate success of the promotion.

In the longer term through, the measure of success must be continued higher sales. Such sales increases should already appear following the sales promotion, and a continued evaluation of the level of sales will give a good indication of the success of the promotion as far as a brand awareness is concerned, the respondents replied that the main reason to buy a product from the company after the sales promotion over is that of the company's high brand awareness and preference.

Q. What kind of product do you purchase from the company?

Generally, retailers of the company use products within give category

- 1) Food items
- 2) Sanitary Products-
- 3) Household.
- 4) Stationary Goods
- 5) Local Products

Q.What do you think is your main reason that affects your perception about the company's sales promotion?

As respondents responses that they think the product may be nearly expired products or expired, the other is price sensitivity this means that when the sales promotion over, and the retailers starts to buy the product within the actual price at this time it feels like for them buying with expensive price.

Q. If you have any comment towards the company sales promotion practice?

Customer's respondent's responses that the sales promotion by itself needs care and the time is adjusted because sales promotion gave incentives and additional product this is good but not all customers accept this one. May be doubt this product is defect or expired so the company perform for the effectiveness of sales promotion first will show the quality of the product and announce widely the main aim of this for retain customers the products not defect or expired so everybody purchase it like this sentence announce and retain customers.

Analysis of Responses Gathered From the Manager

Q.What kind of Sales Promotion strategy does your company use?

As per the interview held with the manager of AL-SAM PLC in Addis Ababa, first he said that sales promotion aims directly at inducing purchasers to buy a product. It involves coupons, price off, free samples, special package, demonstration and money refund offers. Sales promotion activities are designed to encourage consumers and traders to sell the product.

The manager responses for the question that the company uses both pull and push strategies, the company uses push strategy by using the sales force and trade promotion to push the product through channels. The producer promotes the product to wholesalers, the wholesalers promote to retailers and the retailers promote to consumer.

The second one is pull strategy, this strategy is a promotion strategy that calls for spending a lot on advertising and consumer promotion to build up consumer demand. If the strategy is successful consumers will ask their retailer for the product, the retailers will ask the wholesalers,

and the wholesalers will ask the producers or manufacturers. Because of confrontation the company only focuses on traders.

Q. What kind of Sales Promotion tools does your company use to push its products through intermediaries?

As the manager response the company rewards intermediaries to build high brand awareness the company uses trade promotion, like BOGOF(buy one get one free), trade allowance, sales contests, training, coupons, rebates but mostly the company is successful by implementing BOGOF tool.

Q. How do you measure the effects of Sales Promotion?

The marketing manager replied that measuring the effect of a sales promotion is relatively easy but requires careful analysis of sales data before and after the promotion, he said there is also need to keep track of what of that other marketing and communication efforts and funds the firm is undertaking at the same time as the sales promotion, because sales promotion deal in tangible things such as, cash refunds, rebates. To know the effects, count those and see how many sales were results of those promotions, next compare those sales figures to those the company had before the promotion to see if the promotion resulted in increased sales. To understand the true effect of the promotion keep other media expenditures and types the same during the promotion as before.

Q. What is your sales promotion objective?

He replied that the proliferation of brands in the consumer market, there is fierce competitive for shelf space, sales promotion can help a firm gain initial distribution and shelf space traders need a reason to 'choose' one brand over the other when it comes to allocating shelf space, the other objective is encourage wholesaler and retailer to order in large quantities, thus shifting the inventory burden to the channel and giving them benefits of economics of scale, at least retailers increase traffic through sales promotion or events. A promotion that generates a lot of interest within a target audience can drive consumers to retail outlets.

Q. How do you set the sales promotion budget?

He replied that, setting sales promotion budget requires for new products they set high budget and for mature brands lower budget, they implement objective-and-task method the company sets its promotion budget based on what it wants to accomplish with promotion, he underlined that this budgeting method entails i) defining specific promotion objectives, ii) determining the tasks needed to achieve these objectives and iii) estimating the costs of performing these tasks. He said the sum of these costs is proposed promotion budget. But he said the company have low sales promotion budget.

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter is the last part of the study , the aim of this study is to assess the sales promotion practice of AL-SAM Private limited company. To accomplish this study some basic questions were raised, related literature were reviewed, relevant interview areas conducted, and more over 150 questionnaires were distributed to business customers as well. The data were presented and analyzed qualitatively and quantitatively. Based on the analysis and findings, the following summaries were prepared, conclusions are drawn and recommendations were warmly forwarded.

4.1. Summary of the major findings:

- AL-SAM private limited company's majority customers were male 102(58%) and the rest respondents 73(42%) were female. The participation of male respondents were higher than the female respondents. Due to the age category,56(33%) majority of respondents were from 31-36.
- Along with educational status, majority of respondents 91(52%) were below 12, while 8 (5%) of the customers are 12 grade completed. This indicates that majority customers of the company were below 12.
- According to the experience in the field of the business, majority of respondents 83(47%) were from 3-5 whereas,8(5%) were from 9 years and above it. So this indicates most of retailers of the company's experienced in the business for 3 and 5 years.
- Majority of the customer's 153(87%) select BOGOF(buy one get one free) as the most attractive method, whereas, minority of customers 53(45%) select sales contest. This indicates that most of the customers are highly interested in BOGOF(buy one get one free) method.
- Majority of respondents 153(87%), responses that the reward initiated them to buy more of the company's products, whereas, 22(13%) of respondents responses that the reward did not initiated them to buy the product this implies that the company's customers are highly initiated by the reward.
- 53(35%) of respondents responses, because of the reward i persuade the buyers to buy the product whereas, 43(28%) of respondents responses they give it more shelf space.

This implies that majority of the business customers are initiated by the company's offering method and persuade buyers to buy the product, at this point we can see that sales promotion have a an influential power in business customers mind.

- Regarding the question if AL-SAM stops giving the reward, 85(60%) of respondents responses that they will still buy the product while 33(13%) of respondents responses that they will not buy anymore.
- Regarding the question, how do you evaluate the value that you receive from the company's sales promotion? Majority of respondents 89(51%) responses good whereas, 19(11%) low.
- Majority of customers' 63(36%) responses low with regard to the question howdo you evaluate the company's sales promotion practice compared to its competitors? While 23(13%) responses low.
- According to the rate of the company's method of collecting feedback after offering the reward majority of respondents 79(45%) low, while minority respondents 7(4%) said very low.
- Based on the question that how often they suggest the company's product when their customer's ask for a product in their outlet? Majority of them 67(38%) said very often, whereas 30(17%) responses sometimes.

4.2. CONCLUSIONS

Based on the analysis of the data collected from different respondents and the aforementioned major finding of research the following conclusions are drawn:

- From the above findings we can say that BOGOF is the most attractive sales promotion method for the business customers the company is also offering this tool widely, due to this it is obvious that the company is highly attracting customers.
- Based on majority of respondents respond, they are highly initiated by the company's method of rewarding them, this indicates that successful implementation of sales promotion makes the company more profit able and also helps its customers to choose the product.
- From the report its understandable that the company uses sales promotion tools to push its products through intermediaries.

- Regarding the reason why customers buy a product from AL-SAM Plc after the sales promotion over majority of them replied that the company's is not only offering them but also helps them to have a high brand awareness and preference in their mind.
- Due to the manager's answer company has less of sales promotion budget.
- The company mainly focuses on push strategy.
- According to the survey the company's method of collecting feedback after the reward offered is low.
- Due to the report, factors affecting the customers perception about the company's sales promotion practice is that they think it will be expired or nearly expired, and price sensitivity.

4.3. RECCOMENDATION

- Because of the company is acting complacent within its products mainly focus to push its products through intermediaries but only rewarding them is not enough for a company to be successful, so the company must not sit down and watch till other company's get over them by attracting customers buy using pull strategy.
- The company should implement appropriate sales promotional budget because it is through a proper sales promotion budget that the company will get an attractive sales.
- The company should often make a survey or a marketing research to know the business customers feedback of their reward after offering them, because this helps them to analyze their weakness and strength.
- The company should check whether the expected reward is directly given to the retail customers.
- The company should implement an attractive sales promotion method to have a high competitive advantage from the competitors, by offering customers attractive sales promotion tools that the competitors don't have.
- Finally, the company should create high awareness to the customers that the products are not nearly expired.

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Appendixes

Appendix- A

ST.MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTEMENT OF MARKETING MANAGEMENT

**Questionnaires to be filled by the Trader (Retailer) of AL-SAM Private
Limited Company**

This questionnaire is prepared by St.Mary's University College undergraduate degree student in Marketing Management. It's aimed to understand the customer's response regarding the company's sales promotional practice. The purpose of this questionnaire is to collect data which is relevant and important to get complete result of the research paper.

Thank you in advance for your consideration and spending your valuable time to fill out this questionnaire.

Notice:

- You are not requested to write your name.
- Please tick (U) for your choice in the space provided.

Part I :General Characteristics

1. Gender

- a. Male b. Female

2. Age

- a. 18-25 b. 26-30 c. 31-36 d. Above 42

- b. 26-30 d. 37- 42

3. Education background

- a. Complete 12 c. Certificate

- b. Below 12 d. diploma level e. Degree and above

4. Experience in the field of your business
- a. 1-2 years b. 3-5 years c. 6-8 years d. 9-above

Part II: The following questions are related to the Sales promotional practice

5. What is your reason for purchasing a product from the company?
- a. Quality of the product c. because of the reward
- b. Reasonable selling price
6. What kind of incentives does the company use to push its products?
- a. Trade allowance d. sales contest
- b. Price discount e. BOGOF
- c. Training
7. Among the question below , point out the most attractive sales promotion tool.

Description	Very good	Good	Medium	Low	Very low
Trade allowance					
Price discount					
BOGOF					
Sales contest					
Training					

8. Does the reward initiate you to buy more of the company's product?
- a. Yes b. No
9. If yes, what do you think your feedback of the reward?
- a. I carry new items and i stock more
- b. I give it more shelf space

- c. I persuade the buyers to buy the product D
10. How do you evaluate the value that you receive from the company's sales promotion?
- a. Very good D c. Neutral De. Very low D
- b. Good Dd. LowD
11. How do you evaluate the company's sales promotion practice compared to its competitors?
- a. Very good Dc. Medium De. Very low D
- b. Good D d. Low D
12. Do you buy a product when the sales promotion over?
- a. Yes D b. No D
13. If yes, what is your reason?
14. If AL-SAM PLC stops giving the reward:
- a. I will not purchase anymore D
- b. I will still buy the product D
- c. I don't know what i am going to do D
15. What do you think the main factors that affect your perception about the company's sales promotion ?
16. How do you rate the company's method of collecting of feedback after offering the reward?
- a. Very high D c. Low D
- b. High Dd. Very lowD

17. What kind of product do you purchase from the company?

18. Do you recall the company's product whenever your customers ask for a product in your outlet?

a. Yes Db. No *D*

19. If you have any comment towards the sales promotion practice of the company?

Appendix-3

ST.MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTEMENT OF MARKETING MANAGEMENT

Interview held with interview checklist of the Marketing Manager of ALSAM

Private Limited Company

I am a student in the Business Faculty at St.Mary's University College. I am carrying out research of sales promotion in the case of your company.

Your genuine and current views are very important for the success of the research. Therefore, you are politely asked to express your opinions and experience as openly as possible. This information that you provide will be treated for the research purpose only and with full confidence.

The outcome of this interview is intended to support a research report to the partial fulfillment of the Degree of Art in the field of Marketing Management,

Thank you, in advance for giving me your valued time and energy to answer the interview with me.

1. What kind of Sales Promotion strategy does your company use?
2. What kind of Sales Promotion tools does your company use?
3. How do you measure the effects of Sales Promotion in your company?
4. What is the reaction/feedback/response of the business customers towards the company's Sales Promotion practice?
5. How do you motivate and reward your intermediaries and how often you do this?
6. For how long time does your company gives Sales Promotion?
7. What is your Sales Promotion objective?
8. How do you evaluate the effectiveness of your Sales Promotion practice?
9. How do you set the Sales Promotion budget?

DECLARATION

Advisee's declaration

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato. YalewGorfu. All sources of materials used for the manuscript have been duly acknowledged.

Name: Merkeb Tesfamariam

Signature: _____

Place of submission: St. Mary's University College

Date of Submission: June 28, 2013

Advisor's declaration

This senior essay has been submitted for examination with my approval as a University College advisor.

Name: Ato. Yalew Gorfu

Signature: _____

Date: June 28, 2013



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