

**THE ROLE OF MEASUREMENT and EVALUATION IN THE PLANNING OF
SALES PROMOTION PROJECTS. A CASE STUDY OF GGB PLC SALES
PROMOTIONS PROJECTS.**

By

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgment is made in the thesis.

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ABSTRACT

Sales promotion has progressed over the period with development moving from mass markets, portions to client reliability. This reliable change is expected to move to a time of importance where client fascination, personalization and experience is foremost. The growing managerial importance of sales promotion has generated a great deal of research on how sales promotion and measurements affect profitability. This study generally sought to assess the role of evaluation and measurement in the planning of sales promotion at Guinness Ghana Breweries (GGB) PLC. The specific objectives include to; identify the types of sales promotions used by GGB PLC, examine the current monitoring and evaluation (M & E) practices adopted by GGB PLC in evaluating sales promotions projects, explore the planning process of GGB PLC sales promotions projects, to determine the relevance in developing effective GGB PLC sales promotions projects and examine key measuring metrics of GGB PLC sales promotions. The study adopted a descriptive research design. A sample size of 166 respondents was used to collect the primary data. Data collected was coded and entered into SPSS version 22 for the analyses. The study found that discount promotion strategy, Shelf-price discount sales strategy and sweepstakes sales strategy are the major sales promotion strategy adopted by GGB PLC and that the planning procedures and process were dully followed and it yielded good results. The study further reveals that the process of M&E and sales promotions are very effective. The effectiveness of measurement and evaluation of sales promotion projects were determined by using four metrics: which were identified as the profits of the firm, sales volume of the company, customer satisfaction, and achievement of goals. The study recommends that management of GGB PLC should. fully explore the technology of Social media to entice consumers to the Guinness brand to optimum sales.

Keywords: Sales promotion, Monitoring and evaluation

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DEDICATION

This work is dedicated to my lovely wife, my children, mother and siblings for their love, care, moral support and encouragement.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Marketing has evolved over the past decades with growth areas shifting from, mass markets, segments, customer to loyalty. This consistent change is expected to move to an era of relevance where customer attraction, personalization and experience is paramount. Modern marketing is more than just producing good products, suitable pricing and easy access to them (Kotler et al., 2000). Jobber and Lancaster (2006), stated that, attracting new customers has become so important in modern retailing in addition to loyalty and efforts have been paying in that perspective as known, the cost of keeping consumers present is less than the cost of gaining new customers. Consumer and customer loyalty are most driven by inrenched individual or collative attitudes. Firms therefore had to rethink the relationship between attitude and behavior of their consumers which gave birth to the whole idea of promotion (Familmaleki et al., 2015). Promotion was and still is in reference to any communication used to inform, persuade and remind people about an organization's or individual's goods, services, image, ideas, community involvement or impact on society (Evans and Berman, 1997).

Sales promotion is a short-term strategy to derive demand and also a special marketing offer which provides more profit than what consumers receive from the sale position of a product and also has sharper influence on sales (Banerjee, 2009). Brassington and Pettitt (2000) explained sales promotions as 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 be part of a longer-term franchise-building program.”

According to Kalenderski and Sanivarapu (2015) promotions attempt to generate incremental sales, popularize new products, or increase foot-traffic to stores. However, promotions also result in tremendous demand variations and place enormous stress on supply chains (Kalenderski and Sanivarapu, 2015).

The demand variations between promotions and non-promotions according to Kalenderski and Sanivarapu (2015) are a result of price discounts, predictability in promotion periods, and increase in associated advertising. Though the retailer is the face of a promotion, the planning and execution of a promotion is the result of collaborative investment and decision making between the retailer and manufacturer (Kalenderski and Sanivarapu, 2015). Since the retailer is the touch point with end consumers the successful execution of promotions is highly dependent on the retailer's distribution and store network. It was therefore the motivational method of getting the consumer to purchase the product (Familmaleki et al.,2015).

1.2 STATEMENT OF THE PROBLEM

Sales promotion activities are perceived as burdensome and a drain on firm finances and profitability. Bain and Company (2006) noted that large retailers spent 10 to 20 percent of their sales on promotions. In some cases, this spending helped increase sales by 30 percent (Delaney and Blasberg 2006). However, only 18 percent of the promoted brands created increased store profits (Srinivasan et al., 2004). The low profitability of promotions according to Kalenderski and Sanivarapu (2015) was caused by low margins and inefficient execution. According to Familmaleki et al. (2015), this low profitability could very well be attributed to the unpredictable

consumer behavior which was mainly influenced by cultural, social, religious, physical and psychological factors. Therefore, measuring performance of promotions and improving them, is essential for the profitability and return on invested capital for retailers and manufacturers. According to Busacca and Mauri (1994), promotional effectiveness refers to ‘the degree of fulfillment of the goals pursued by the company by means of a specific promotional action over a given period of time’. According to Ziliani (2005) the problem of measuring or evaluating promotional effectiveness has usually been solved by limiting the analysis to the most immediate and measurable aspect of the phenomenon: the so called ‘sales effect’ — that is the increase in sales volumes and values generated by the promotion. Ziliani (2005) however noted that this process made promotions complex in the sense that analysis or evaluation is made when harm has already been done. This therefore raises questions on the roles of evaluation and measurement in the planning of sales promotion.

1.3 OBJECTIVES

The general objective of the study is to assess the role of evaluation and measurement in the planning of sales promotion.

The researcher outlined the following specific objective to guide the study;

1. To identify the types of sales promotions used by GGB PLC
2. To explore the planning process of GGB PLC sales promotions projects.
3. To examine the current M&E practices adopted by GGB PLC in evaluating sales promotions projects.
4. To determine the relevance in developing effective GGB PLC sales promotions projects
5. To examine key measuring metrics of GGB PLC sales promotions.

1.4 RESEARCH QUESTIONS

The study seeks to answer the following questions;

2. What are the different types of sales promotional tools are used by GGB PLC?
3. What is the planning process for GGB PLC sales promotions?
4. What is the current M and E practices used in evaluating sales promotion activities?
5. What is the relevance of M and E in developing effective sales promotional activities?
6. What are the key measuring metrics for GGB PLC sales promotions?

1.5 SIGNIFICANCE OF THE STUDY

The significance of the study includes its novel contribution to literature on sales promotion strategy in consumer goods industry in Ghana. This is premised on the background statement on how many managers particularly those with less appreciation for marketing continue to challenge the excessive budget expenditures in the area of sales promotion. This study is expected to engender further discussion and probably provide some answers regarding the effect of sales promotion on firm profitability. The findings will provide a solid reference point for many marketing managers to defend allocations made to sales promotion activities. The contribution of this study to the economy though arguable can be seen in the adoption of promotional tools that create value for customers. Since the primary objective of every sales promotion to influence sales and trial of new products, it is expected that increased sales will trickle down into profits “*ceteris paribus*”. By extension, government generates revenues from taxation. The contribution of this study to academia is also

not in doubt as it provides a good premise for future research. It also adds to existing literature on sales promotion and its effects on firm profitability.

1.6 RESEARCH METHODOLOGY

A descriptive and explorative research was adopted for the study because the research is targeted at assessing and describing an existing situation. In addition, the research employed a case study design, focusing on examining the role of measurement and evaluation in the planning of the sales promotion project. Quantitative data collection technique was used to collect data from the respondents. The primary data was gathered through questionnaire which was distributed to employees of GGB PLC. The study adopted the use of convenient sampling approach to select the respondents of the study. Detailed of the methodology is shown in the chapter three of the study.

1.7 SCOPE OF THE STUDY

This study covers sales promotion projects within the operations of GGB PLC over the last ten years (2009– 2019). Specifically, the study looked at the role measurement and evaluation play in the planning of GGB PLC sales promotions projects. The research explored the different types sales promotion tools used by GGB PLC and the planning of sales promotion projects. This study covers sales leadership, customer marketing and field sales staff of Guinness Ghana Breweries PLC. Both primary and secondary data were utilized. This is because sales figures could be retrieved from sales analytics whilst the effectiveness of sales promotion could be assessed from customer marketing, field sales and sales leadership staff perspective.

1.8 LIMITATIONS OF THE STUDY

A major limitation to the study was the difficulty to acquire data for the study since the business owners were busy attending to their clients and would not readily volunteer information needed for the study and respondents were sceptical about the type of information to be given in order to avoid relevant information not getting into the hands of competitors. However, the researcher explained the importance of the work and assured participants of strict confidentiality and the purpose of the study. This helped to minimise the fear of relevant information being released, which might fall in the hands of their competitors. Also, the scarcity of local literature on the subject matter to provide local nuance for comparative analysis, also limit the inclusion of local relevant scholarly views in the literature review.

1.9 ORGANIZATION OF THE STUDY

The research will be segregated into five chapters. The first chapter will be the introduction. The introduction will entail the background of the study, the statement of the problem, objectives of the study, the research questions, and the significance of the study, the scope of the study and organization of the study. In chapter two, related literatures on measurement and evaluation techniques used in the FMCG industry and different types of sales promotions will be reviewed. In chapter three, the research methodology for the study is clearly espoused. The description of design of the study is also looked at. It includes the population and sampling, data analysis method and ethical consideration of the study. The fourth chapter presents the results and relative discussions of the study. Where data is collected is indicated and discussed. The fifth chapter gives summary of the study, conclusions drawn and recommendations made.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter discusses scholarly articles directly or indirectly related to the study. It is basically divided into two parts: Conceptual and Theoretical review. The Conceptual review is further sediment into sub-topics: sales promotions, types of sales promotions as well as measurement of sales promotions.

2.1 SALES PROMOTIONS

Blattberg and Neslin (1990) define sales promotion as “an action-focused marketing event whose purpose is to have a direct impact on the behaviour of the firm’s customer.” Evans and Berman (1997) referred to promotion as any communication used to inform, persuade and remind people about an organization’s or individual’s goods, services, image, ideas, community involvement or impact on society (Evans and Berman, 1997).

Blattberg and Briesch (2010) however indicated that there was an important distinction between sales promotions and a permanent price reduction. Sales promotions according to Blattberg and Briesch (2010) were temporary and a “call-to-action.” If customers failed to take advantage of promotions within specified time frames, they lost the benefits offered by the promotions. According to Blattberg and Briesch (2010) sales promotions are almost always combined with some type of communication that the price is reduced and that the time period is limited while long term price reductions may be accompanied by a price reduction signal but the time is until further notice. The distinction between sales promotions and permanent price

reductions lead to differences in consumers' responsiveness to price changes and buyer behaviour to sales promotions (Blattberg and Briesch, 2010).

Despite being commonly used in the field of leadership (Bertrand, 1998; Wierenga and Soethoudt, 2010), sales promotion in the academic sector was scarcely studied (Alvarez and Casielles, 2005; D'Astous and Landreville, 2003). The extensive use in product management of consumer sales promotions has triggered significant discussion about their efficacy. Critics claim ineffective sales promotions. Meanwhile, for many individuals, the word "promotion" implies different things depending on the context and discipline used. That is, the idea is usually used here as a "marketing mix" component. It indicates in one sense any method for selling a product (Ricky et al, 2005). It relates to any effort by a vendor to impact a purchase decision to others (Blanchard et al, 1999). Like promotion, many academics also developed the marketing notion of "sales promotion." Likewise, Blanchard et al (1999) also believe that sales promotion is "the range of short-term marketing methods used by marketers to boost instant buying.

Sales promotion can also be defined as products that operate as a direct induction, providing added value, or incentive to the product, to sales people or customers of resellers. The International Chamber of Commerce (ICC) describes sales promotion as "Marketing tools and methods used to create products and services more appealing by offering some extra advantage, whether in money or in kind, or the expectation of such a gain" (Boddewyn and Leardi, 1989, p.365). Similarly, Smith (1998) believed that Sales Promotion had two primary categories:

1. Consumer promotions (premiums, gifts, competitions and prizes, e.g. on the back of breakfast cereal boxes)

2. Trade promotions (point-of-sale materials, free pens and special terms, diaries, competition prizes, etc)

Sales promotions are relatively simple to apply and are likely to have a significant and abrupt impact on sales volume (Hanssens et al., 2001). According to Currim and Scheinder (1991), the marketing finances of businesses are constantly increasing. Research undertaken by Ailawadi and Neslin (1998) disclosed that consumer promotions have an impact on customers to buy bigger amounts and consume them more quickly; resulting in increased sales and eventually profitability. A research undertaken by Hanssens et al. (2003) shows that the impact of sales promotion on the income of companies that they call first-line performance. While the sales promotion is good in the lengthy run for top line performance, it is negative in terms of bottom line performance and the value of the firm (Hanssens et al. 2003).

This research adapts the concept of a working definition of the International Chamber of Commerce (ICC). This is because understanding it is more concise and easier.

2.2 TYPES OF SALES PROMOTIONS

Previous studies on customer sales promotion efficacy have concentrated on the promotion of financial sales (Dhar and Hoch, 1996; Hoch et al., 1994). In practice, however, sales promotions on both currency and non-monetary are commonly used (Tellis, 1998). There are significant variations between these two kinds:

These are currency promotions (e.g. shelf price discounts, coupons, rebates and price packs). It tends to provide consumers with relatively instant benefits and are transactional in nature.

Non-monetary promotions (e.g. sweepstakes, free donations and loyalty programs). It tends to involve delayed rewards and are more relationship-based. In evaluating the

efficiency of sales promotions, the different kinds of sales promotion need to be looked at.

2.2.1 Coupon

In most cases, a sales promotion method with a certificate entitling the bearer to declared savings off the regular price of a product is called "couponing". This may be used to motivate clients to attempt fresh products, to draw clients away from rivals, or to induce existing clients to purchase more than one item (Ricky et al., 2005). In essence, the "couponing" sales advertising method guarantees brand loyalty growth. In that, as a method, it draws brand competitors' clients ingeniously. This induces present clients to purchase more. This invariably creates the recognition, preference and willingness of clients to purchase the item with the same brand name.

2.2.2 Point-of-purchase displays

Many organizations use the "point-of-purchase" (POP) method to draw the attention of many clients to the brand of a specific product. This is a form of sales promotion where a product display is so located in a retail store that customers are encouraged to purchase the item (Ricky et al., 2005).

This means that, at the stage where it can be bought, POP displays and shows goods. More importantly, this can be accomplished similarly with the use of the internet on this day of technological development. Here, the Retail Outlet can open a website where potential clients may occasionally view fresh displays. The implication here is that, clients do not necessarily have to visit retail shops personally before they can access first-time or ongoing product display.

2.2.3 Premium

This is a technique of sales promotion in which some products are provided to clients for the purchase of a given GGBL item free of charge or at a bargain price. Therefore, this method provides a product to induce clients to purchase free of charge or at a reduced cost. The efficient premiums are mostly strongly linked to the item or brand being marketed (Blanchard et al., 1999). In some cases, customers are offered free samples of the product to allow them to try the product. They can be distributed at local retail outlets (Ricky et al, 2005). It should be observed, however, that "premiums" may not function as well as initially expected, as some clients may move to the brand of a competitor to receive the premiums that the business offers.

2.2.4 Trade shows and sponsorships

Trade show is a variant of sales promotion. Firms sponsors trade shows for its members and customers on a regular basis (Griffin et al, 2004). Therefore, they encourage products to intermediaries in marketing. More importantly, trade shows are relatively inexpensive and are very efficient, as the buyer comes to the seller who is already interested in a given type of product, which makes international trade shows more important (Ricky et al, 2004). From the above debate, it is recognized that the organizations have at their disposal many sales advertising methods. Each comes with its benefits and inconveniences. Therefore, it is the responsibility of the organizations concerned to take due diligence on the problem of which advertising sales technique to be used.

Furthermore, it should be emphasized that apart from the above methods, sweepstakes, competitions and loyalty programs can also be used (Ricky et al, 2005; Blanchard et al, 1999). All are sales advertising methods that can affect the efficiency

of the organization, be it financial, market share or shareholder returns (Richard et al, 2009).

Price discounts under this category take various forms from straight price discounts to buy one-get-one purchases, to frequent shopper card discounts, to purchase A and get a discount on B. All kinds of retailer promotions are price decrease, retailer coupon, free goods, sweepstakes, free trial, N-for, discount card, rebates and bundled promotion (Blattberg and Briesch, 2010). However, different types of price discounts have different efficiency with respect to this type of promotion and result in different types of behaviours (Blattberg and Briesch, 2010).

The next problem is what medium the retailer utilizes to offer price discounts after price discounts. Simply give a discount in the shop is one alternative. Other alternatives include frequent discounts on the shopper's card or redemption cards sent to the shopper's home to be redeemed on the next visit. The comparative merit of the selected medium relies on the goal of the retailer. Mailed discount cards drive shoppers into the shop. They are not mutually exclusive to these media cards (Blattberg and Briesch, 2010). Promotion communication is extremely essential. To transmit discounts, retailers use in-store signage and displays regular fliers' ads. Obviously, communicating price discounts is very crucial so that shoppers acknowledge them. Retailers will have some type of display for big discounts but use in-store signage such as shelf tags for tiny discounts (Blattberg and Briesch, 2010). Manufacturers often use cooperative advertising resources to finance retail communications (Blattberg and Briesch, 2010).

The retailer may have distinct goals connected with promotions. According to Blattberg and Briesch (2010), one of the most common is traffic generation. Choosing the goods on offer and the level of discount provided significantly affects the quantity

of traffic produced. Often very excellent traffic generators for grocery, drug and mass distributors are products or brands with elevated penetration rates and high buy frequency. Obviously, the higher the amount of discount, the more traffic the promotion generates (Blattberg and Briesch, 2010).

Trade promotions are provided to distribution members and are intended to encourage members of the channel to give promotions to consumers or clients of the channel member. Manufacturers use trade promotions to attain goals such as creating a cost reduction for customers by distributors or acquiring distribution for a fresh item (Blattberg and Briesch, 2010). According to Blattberg and Briesch (2010), companies give commercial promotions to distributors to encourage them to give discounts on retail prices and to communicate discounts to customers.

Trade promotions use multiple price discounting processes and incentives to obtain discounts, displays, in-store communications and room in the advertisements of distributors. Blattberg and Briesch (2010) trading promotions have particular goals and types of rewards provided to the retailer. Commercial promotion objectives include displaying product, gaining or maintaining distribution, increasing sales, reducing inventory, including product in retail advertisements, and gaining competitive market share (Blattberg and Briesch, 2010). According to Blattberg and Briesch (2010), the mechanisms by which these goals are met are integrated into the type of trade promotion offered and the requirements placed on the retailer.

Manufacturers offer a number of kinds of trade promotion incentives. According to Blattberg and Briesch (2010), the most common trade promotion is off-invoice promotions where the manufacturer provides the channel a discount so that the channel provides the consumer a price discount. There are two main problems in this form of promotion: pass-through and forward buying. Pass-through as explained by

Blattberg and Briesch (2010) is the amount of the discount that the channel passes to the consumer in the form of consumer discounts while forward buying occurs when the retailer buys more than they intend to sell to consumers during the promotional period. They can either store the additional stock to sell at the regular price in later periods, or divert the excess stock to other retailers. Some or all of the item stocked will then be purchased at periodic rates. According to Blattberg and Briesch (2010), this results in reduced profitability in the trade promotion of the manufacturer.

On the other side, product promotions are provided directly by producers to customers and are intended to encourage the consumer to make a purchase at some stage near the moment when customer promotion is received. The most prevalent types in the United States are rebates and coupons, while competitions and sweepstakes are used by other nations (Blattberg and Briesch, 2010). The aim of customer promotions, according to Blattberg and Briesch (2010), is for a company to communicate a discount directly to the customer and to prevent intermediaries such as distributors who may not provide the discount that the product wishes. Critical choices are medium, redemption scheme, limitations and breakage in the design of customer promotions (Blattberg and Briesch, 2010).

Blattberg and Briesch (2010) indicate that the medium used differs by type of customer promotion. Printing and the Internet are very popular media for promoting consumers. Promotions for consumers have important benefits and disadvantages over promotions for trade or retailers. According to Blattberg and Briesch (2010), the primary advantage is that the manufacturer controls the consumer's offer. When the distributor offers a promotion, the manufacturer usually has no control over the price provided to the customer. The main drawbacks are the low rate of redemption and the price of spreading the bid (Blattberg and Briesch, 2010).

2.3 MEASUREMENT OF SALES PROMOTIONS

Forecasting the demand during promotions and measuring the accuracy of the forecast and success of promotions is an essential part of improving the manufacturer's sales during promotions (Kalenderski and Sanivarapu, 2015). The decisions about methods of forecasting will influence the demand for the product. Even though demand may be higher than forecast, the amount pushed to the retailer will be according to the forecast and some sales will be lost (Kalenderski and Sanivarapu, 2015). Therefore, a too low forecast will result in less sales than actually demanded and imply for the future that customer demand was lower (Silver, 1998).

Promotion success can be measured by quantifying the net units and net profit at the retail level (Ailawadi, Harlam, Cesar and Trounce, 2006). Although this method is good for measuring the actual profits of the promotion, it does not include two major costs of the promotion: the holding cost of increased in-stock inventory and the cost of lost sales (Kalenderski and Sanivarapu, 2015). According to Kalenderski and Sanivarapu (2015), failing to include the lost sales in the performance of the promotions will also bias judgment of the actual demand generated by the promotions. It is therefore clear that the financial performance of the manufacturer and the more accurate measurement of its promotions can be improved by using more complete models.

Kalenderski and Sanivarapu (2015) proposed that the new performance measurement model should include three components: changes of trade inventory levels during promotions which presupposes that the inventory levels should be measured at all levels of the supply chain at which the promotion is run; return on investment for the promotion which is of utmost importance because as a promotion is organized, the manufacturer spends a bulk amount of money with the retailer or lowers the price of

the products sold to the retailer and as such, in harmony with Cuellar (2012), a measure for assessing the profit from the additional promotional investment will indicate the performance of the promotion; as well as assessment of the source of the increase in the units sold.

2.4 FACTORS AFFECTING THE PROMOTIONAL MIX

The organization's brand image is often created favourably through public relations. However, a business may decide not to use the four elements of sales. The promotional mix to be selected by a company is determined by several variables, namely: product nature, product lifestyle phases, type purchasing decision, push and pull strategy among others (Lamb et al, 2014).

2.4.1 Nature of product

In encouraging company products, advertising still plays a crucial role. Advertising generates general awareness and interest in media trading. Consumer goods, on the contrary, need not be custom-made and should have the representative of a company to sell them. Consequently, consumer goods are marketed exclusively through advertising in order to create brand familiarity. Sales promotion, brand name and packaging are about twice as important to the purchaser as they are to the products (Lamb et al, 2014).

2.4.2 Stages in the product lifecycle

The amount of manufacturing plays a major part in the design of advertising mixes. The introduction phase is intended to inform the general public about the item, i.e. the target audience, being present. Extensive and interactive public determine the

consumer's response to a product testing class and how well distributors view the product. The phase of growth is intended to convince the target audience to boost purchasing. Intermediaries are used through advertising activity to create goods accessible to consumers and compete with competitors. Aggressive marketing campaigns in the maturity phase direct sale promotion in the form of discount and coupons and remind clients about the product. At the declining point of the product life cycle, low sales and losses happen. A small amount of cash is spent on promotion.

2.4.4 The pull and push strategy

The relationship to a communication strategy of push or pull will be used or is not the last factor influencing the promotional mix. Wholesalers and distributors are confident of buying and selling products. When companies use aggressive advertisements for selling and trading. This approach is called the strategy of push. The wholesaler, in order to have the retailer manage the item, must move the products forward. The customer then purchases the products that have been pushed (Lamb et al, 2014). The push strategy at the other end of the process promotes stimulation of product distribution. Rather than targeting the wholesaler in the distribution network, the focus is on the end consumer or opinion leaders. In the face of increasing demand, wholesalers place order rather on the "pulled" goods (Kurtz et al. 2011).

2.5 CONGRUENCY THEORY AND SALES PROMOTION

The fundamental concept of the theory of congruency is that modifications in assessment are always in the direction of increasing congruity with the current reference frame (Osgood and Tannenbaum, 1995). In other words, for coherent data, individuals have a natural preference. In many marketing contexts, the principle has

been examined, including brand extension studies and advertising appeals. Applying the principle of congruity to sales promotions, sales promotions are anticipated to be more efficient if they provide advantages that are consistent with the advantages derived from the item being promoted. For instance, Dowling and Uncles (1997) suggested enhancing the efficiency of the loyalty program if program advantages directly promote the brand's value proposition. Roehm et al. (2002) continued to demonstrate that if they provide incentives that are consistent with the brand, the loyalty program is actually more effective.

Compliance effects for consumer sales promotions were directly tested and confirmed by Chandon et al. (2000), who showed that: monetary promotions are more effective for utilitarian products as they provide more utilitarian benefits compatible with those sought from utilitarian products; and non-monetary promotions are more effective for hedonic products as they provide more hedonic benefits. For example, price cuts are more effective than free gifts to influence laundry detergent brand selection (i.e. a utilitarian product), while sweepstakes are more effective than price cuts to influence chocolate brand selection (i.e. a hedonic product). However, it is observed that other variables, including the product life cycle, buying circumstances and customer demographics, may have an effect on the impacts of congruence. Culture at the level of the ethnic group is another possible variable, and the concentrate of this research.

2.6EMPIRICAL REVIEW

Studies relating to the impact of consumer sales promotion on consumer behaviour, sales, profit, market share are included in this section. This part addresses various issues such as the appropriate tools that may be used for achieving a specific marketing objective, improve their sales promotion effectiveness and so on.

2.6.1 Sales Promotion

The American Marketing Association as cited in Ajagbe, sang long and solomo (2013) defines sales promotion as those marketing activities other than personal selling, advertising and publicity that stimulate consumer purchases and dealer effectiveness. They are important because they increase the likelihood that buyers will try products, they also enhance product recognition and can increase purchase size and amount. Sales promotion includes displays, exhibitions and administrations. There is often a direct link between sales promotion and short-term sales volume. It is different from advertising in that it offers the consumers an incentive to buy, whereas advertising merely offers a reason to buy, as such sales promotion can be particularly useful in inducing trials by consumers of rival products. Brown (2002) investigated on the problems created by a promotional culture, and opined that the pressure to run promotions can have an impact on overall marketing performance. A review by major consumer goods companies indicated that a great deal of time was required to design, implement and oversee sales promotion efforts. Brown added that this accounted for 25% of sales forces time and 33% of brand manager's time.

Vecchio et al. (2006) report the results of a study which examined the effect of sales promotion on brand preference through meta-analysis. Results of 51 studies had been integrated. The study found that sales promotions do not affect post promotion brand preferences in general. But depending upon characteristics of sales promotion and the promoted product, promotion can either increase or decrease preference for a brand.

2.6.2 Coupons

Ndubisi, (2005) in their study evaluated the impact of sales promotional tools, namely coupon, price discount, free sample, bonus pack, and in-store display, on product trial

and repurchase behaviour of consumers. The moderation role of fear of losing face on the relationship between the sales promotional tools and product trial was also examined. The results of study show that price discounts, free samples, bonus packs, and in-store display are associated with product trial. Coupon however does not have any significant effect on product trial. The study also revealed that trial determines repurchase behaviour and also mediates in the relationship between sales promotions and repurchase. Kumar et al. (2005) also studied the impact of coupons on brand sale and how that impact decays over the life of the coupon. The authors use an econometric model to demonstrate the coupon effect in terms of equivalent price reduction, account for coupon effect over time, allow inference of coupon effects when retailers decide to double or triple the coupon value and provide both self-coupon and cross-coupon elasticity at different levels of aggregation. Results indicate that the effect of doubling the face value of coupon result in more than a proportionate increase in elasticity and both self and cross- coupon elasticity are much smaller in magnitude than the average self-cross price elasticity.

Laroche et al. (2005) studied the effect of coupons on consumer's brand categorisation and choice process using fast-food restaurants in China. Results suggest that there are both direct and cross-advertising effects i.e., the presence of a coupon for a focal brand has an impact on consumer's attitudes and intentions towards that brand. Also, Lewis and Michel (2004) developed an approach for simultaneous measurement of the influence of a dynamic loyalty programme and more traditional short- term promotions. They argue that the loyalty programmes under examination successfully alter behaviour and increase retention rates. Email based coupons, shipping fee and general price levels all significantly affect customers purchase decisions.

Furthermore, Anderson et al. (2004) investigated how the depth of a current price promotion affect future purchasing of first time and established customers based on three large scale field experiments on durable goods sold through a direct mail catalogue. The findings revealed different effect for first-time and established customers. Deeper price discounts in the current period increased future purchases by the first-time customers (a positive long-run effect) but reduced future purchases by established customers (a negative long- run effect). In the same vein, Dawes (2004) reported the result of his study on the effect of a massively successful price promotion in a consumer goods category. Specifically, he sought to determine if this large price promotion had any long-term impact on brand value; short-term impact on total category volume for the retailer; short-term effect on competing retailers; and long-term effect on category sales for the retailer who runs the promotion. Results of the study showed that a very successful promotion did not have any longer-term effect on the brand (positive or negative), but it did expand the total category for the retailer, though temporarily. Sales dropped slightly for one competing retailer at the time of promotion out of the three units studied. It was observed that the promotion was followed by a decline in the total category volume for the retailer, suggesting some degree of purchase acceleration or stockpiling by consumers, Longer-term negative effect on category cancelled out approximately two third of the gain of the price promotion to the retailer.

Baohong et al. (2003) reviewed various studies relating to the impact of promotion on brand switching and found that these studies used choice models, especially logit. According to these studies' promotion has a strong effect on brand switching. The authors show that logit choice model can substantially over estimate brand switching because they do not take into account the rational adjustments that customers make to

take advantage of promotion. Logit models do not take into account stock piling and deceleration strategies. They use a dynamic rational model and compare it with a logit model. Swait et al. (2002) in their study focused on a particular aspect of marketing mix consistency overtime for frequently purchased packaged consumer goods, the impact of temporal consistency of store promotions as well as the availability of the product on the shelf; on consumer product evaluations (utilities) and choices. The empirical results, based on fabric softener panel data, indicate that true insert and availability consistency increase systematic utility in a statistically significant way over and above the positive effects that displays and feature have on choice.

Smith et al. (2000) examined the relationship between different types of promotions (straight price promotion, extra-product or volume promotion and mixed promotion) across four supermarket product categories controlling separately for the effect of two category-based moderating factors viz. product stock-up characteristics and price level. Results showed that a majority of consumers preferred mixed promotions; type of promotions does influence store preference (with price and volume promotions having the greatest influence). Consumers generally preferred price promotion for higher priced product categories and they preferred volume promotions for lower priced categories. Also, Feame et al. (1999) studied the impact of promotions on the demand for spirits category in the UK market. The results of an econometric analysis of weekly cross-sectional store data and cluster analysis of consumer panel data suggested that promotions have had a slight positive impact on the volume of sales, particularly over the seasonally important Christmas period. Some promotions, especially multi-buys, reward largely loyal buyers, doing little for either volume or monetary growth of the spirit category. Other promotions, such as price and gift offer, appeal more to consumers who do purchased packaged consumer goods, the impact of

temporal consistency of store promotions as well as the availability of the product on the shelf; on consumer product evaluations (utilities) and choices. The empirical results, based on fabric softener panel data, indicate that true insert and availability consistency increase systematic utility in a statistically significant way over and above the positive effects that displays and feature have on choice. Mela et al. (1997) examined the long-term effect of promotion and advertising on consumer's brand choice behavior. They addressed two questions: 1. Do consumers respond to marketing mix variables such as price changes over a long period of time? 2. If yes, are these changes associated with change in manufacturer's advertising and retailer's promotional policies? Their results are consistent with the hypothesis that consumers become more price and promotion sensitive over time because of reduced advertising and increased promotions.

Sethuraman (1996) developed a Separate Effect Model that separates the total discount effect of competing high-priced brand on the sale of the focal low-priced brands in to discount effect. Findings from empirical analysis revealed that the leading national brand can draw sales from competing brands without reducing its price below the price of other brands. Leigh (1994) tested the hypothesis that coupon redemptions are greatest in the periods immediately following the coupon drop and decline monotonically. As per the study the hypothesis was rejected and it was proved that expiration dates induce a second mode in the redemption pattern just prior to the expiration dates. Furthermore, Grover et al. (1992) investigated the multiple effect of retail promotion on brand loyal and brand switching segment of consumer. They found that the market can be characterised by brand loyal segment and switching segments; promotional variable have significant effects on segment market shares, the effect being different across segments; store share is related significantly to

promotional attractiveness of a store; the overall promotional attractiveness of the product category has significant current and lagged effect on category volume and the lagged effects resulting from consumer purchase acceleration and stock-up last longer for brand loyal segments than for switching segments. Kahn et al. (1990) also investigated how in-store price promotions affect market share after the promotions have been retracted. They find that the effects of promotion are contingent on both the choice pattern of subjects- whether or not subjects switch among brands- and the ubiquity of promotions in a product category. If only one brand is being promoted and subjects are generally loyal to the last brand purchased, brand choice probability declines from pre-promotion levels once the promotion is withdrawn. However, if subjects tend to switch among brands in the absence of promotion, or several brands are being promoted, this decline is mitigated and or does not occur.

For analysis purposes, the promotions in the data was categorized by the discount class associated with promotions. The most popular promotion category was the \$10 gift card promotion (\$1 OGC) and also accounted for the most amount of data. The Promotion Performance Cuboid framework was applied at 3 levels of analysis, SKU, Store, and Promotion.

The Promotion Performance Cuboid presented a framework for evaluating supply chain performance of promotions and their elements. Each cube in the Promotion Performance Cuboid was a combination of Days of Supply (DoS Diff %), Stock Out (SO %), and Forecast Error. Each cube told a unique story about SKU- store- promotions that fall into the cube and reveal insights about replenishment frequencies, replenishment quantities, store inventory levels, and SKU sales performance. This also implied that replenishment may have been on time and of the right quantities from Distribution Centres (DC) to stores.

Additionally, it also revealed that the retailer was probably stocking higher inventories of the SKU at the DC than the sales forecast recommended, since the DC was able to meet the excess demand. With this information, the retailer may have looked into the forecast for the SKU and made adjustments to reduce DC inventory levels and at the same time achieve similar success. Similar insights and analysis may be derived for all the scenarios represented by the 18 cubes in the Promotion Performance Cuboid.

A key takeaway is that promotions did not perform evenly across all SKU's. The SKU analysis section showed that there tend to be a small group of SKU's that have tendencies towards high DoS by the end of a promotion or high stock-out rates during certain types of promotions or at certain stores. These SKUs when part of a promotion event, seem to have an effect that weighs-down a promotion event at certain stores. Similarly, from the store analysis, it was evident that some stores exhibited poorer performance over a certain category of promotions and SKUs. Similarly, from the promotion analysis section, it was evident that certain promotions did not perform too well at certain stores. It was also possible that certain SKUs part of a promotion weigh-down the promotion event at certain stores.

Other recommendations according to Kalenderski and Sanivarapu (2015) would be for these organizations to closely monitor stores that performed poorly on certain promotion categories or events. There might have been two reasons for the poor performance according to Kalenderski and Sanivarapu (2015): first, the distribution center serving the store was unable to replenish the store during promotions as effectively; second, the store policies on cycle times of replenishing shelves from backrooms might have been affecting promotional performance. It was also possible

that some SKUs just did not sell well at certain stores considering the demographics of the region (Kalenderski and Sanivarapu, 2015).

2.6.3 Performance Metrics

Promotions are investments, or can be labelled as expenses. They are used to drive sales of the product being promoted and of other products the retailer hopes the customer will add to the basket when they visit the store.

To measure Return on investment, most people start off by measuring the expense versus the margin generated during the campaign. Hopefully they have a control group to get a true comparison but many times it is compared against last year or the previous campaign. This can give you directional information but it falls short of understanding the full impact of the promotional strategy.

Promotions are part of an overall marketing strategy and usually not a standalone event. So, you need to expand your scope of measurement to identify the impact your promotional strategy is having on the sales and margin over time.

Amele (2015) found that customers respond in greater number and more consistently when the offers are relevant. The more often they respond the more often they choose your store it was again stated that the impact of personalized offers is not that they can create a bigger spike at a single point in time; instead it's that they will increase the consistency of customers choosing your store which increases retention of customers. The longer a customer is engaged with a store the more they tend to spend across the store. The performance outcome of increased sales and margin is achieved over time in a very sustainable way.

The performance metrics recommended to clients were annual retention, sales per retained customer and margin rate of retained customers.

2.6.4KPIs (Key Performance Indicators)

A research conducted by Josh (2014) have identified the performance metrics, the researcher determined what drives those metrics. It was indicated that if you are going to drive higher retention and an increase in sales per retained customer with a higher margin rate, there are key customer behaviors that will increase across the year compared to what they were - or even better, versus a control group. Customers who are more likely to shop with you in the future display these behaviors at a higher rate than those that are going to churn:

- Frequency of shopping
- Consistency of buying consumables
- Items in the basket per trip
- Breadth of categories shopped
- Participation in the promotional program

Those five measures can be taken on a regular basis, and trends will indicate future performance of the annual performance metrics. This is confusing for many people because they fail to understand the difference between KPIs and Performance Metrics. But once you understand KPIs provide insight into future performance you can properly identify the impact your promotional strategy is having on your annual business performance. and then you can compare mass offerings with personal incentives and decide which is going to create a better ROI. In as little as three months, you should be able to see separation in your KPIs for your test group versus your control group, which will give you confidence in deciding which promotional strategy is right for you.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter describes the general approach and specific techniques adopted to address the objectives for the research. The chapter also discusses the research design adopted, Source of data, population of the study, sampling techniques, data collection instruments, and the data analysis techniques deployed. The final part of the chapter provides the profile of organization under study.

3.1 COMPANY'S PROFILE

Guinness Ghana Breweries is a Ghanaian brewery founded in 1960. It is located at the Kaase Industrial Area in Kumasi. Guinness Ghana Breweries is listed on the stock index of the Ghana Stock Exchange. At its inception, the company produced only Guinness Foreign Extra Stout, popularly known as Guinness. In 1988/89 another brand, this time non-alcoholic beverage, Malta Guinness was introduced and that became an instant hit capturing almost 70% of that market. The primary depot was at the same position with stores across the country particularly in the south.

3.2 RESEARCH DESIGN

The research adopted case study method. Case study research is good in getting the understanding of a complex issue and can extend experience or add strength to what is already known through previous research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. Researchers have used the case study research method for many years across a variety of disciplines. Case study research method has been widely used in social science

research. It has been used to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods. Yin (2009) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.

3.3 RESEARCH METHOD

A research method is a systematic plan for conducting research. Researchers draw on a variety of both qualitative and quantitative research methods, including experiments, survey research, participant observation, and secondary data. A survey approach was adopted for this study. Questionnaires were forwarded to the respondents, filled and data entered into SPSS for analysis.

3.4 RESEARCH APPROACH

According to Creswell (2009) research can be scientifically conducted from three globally agreed approaches/perspectives. These approaches include qualitative, quantitative or mixed methods research (Creswell, 2009; Yin, 2003). Each of these approaches to research has their flaws and strengths. However, the researchers' questions provide or pre-indicate the approach that would be most scientifically appropriate to conduct a particular inquiry. To achieve our aim for this study, both quantitative and qualitative research approach was adopted. Qualitative method helped to explore the phenomenon by focusing on the individuals who experience them (Vishnevsky and Beanlands, 2004). Qualitative research tends to explore the meanings, attitudes, values, and beliefs people associate with a phenomenon in order

to find a better understanding, rather than to test to either support or disprove a relationship. It focuses on making sense of the meanings and interpretations people attribute to phenomena in their natural settings. Scholars observed that qualitative research considers context, seeks to understand; processes, subjects' circumstance and experiences, complexities of situations, emotional circumstances of participants, values and cultures within which the study occurs. It arguably generates richer data and provides important outcomes with smaller samples (Brown, 2010). Quantitative methods aim to classify features, count them, and create statistical models to test hypotheses and explain observations. Qualitative methods aim for a complete, detailed description of observations, including the context of events and circumstances.

The mixed method was adopted so as to aid complementing the quantitative data collected from the respondent. This helps the researcher in giving an in-depth understanding of the outcome of the study.

3.5 SOURCES OF DATA

This aspect of the research deals with the data used to achieve the objectives of the study. The source of the data used in the research was both primary and secondary. Data collected from secondary sources were taken from published reports, of GGB PLC which serves as the official “mouthpiece” of the standard of the company. The researcher also interviewed employees of GGB PLC.

3.6 POPULATION

According to Twumasi (2001), a study population is the universal set of all respondents or members that contain the characteristics of interest. According to Williams population does not necessarily mean a number of people. It can also refer

to total quantity of the things or cases which are the subject of our study. Robson (1993) also talks about non-people-related sampling like where and when interviews take place. However, he stresses that particular attention needs to be given to the selection of ‘‘people sample’’. This population possesses common characteristics which enabled the research to achieve its objective. The target population for this study includes all the workers of GGB PLC. Below is the population distribution of GGB PLC.

Table 3.1: Study population

Description	Population
Management	150
General Staff (In Accra)	1500
Key Distributors	305
Total	1,955

Source: GGBL, (2018)

3.7 SAMPLING TECHNIQUES AND SIZE

Generally, sampling enables the researcher to study a relatively small number of units in place of the target population and to obtain data that are representative of the whole target population. Convenience sampling was used in selecting the respondents. This was based on the willingness and ability of respondents to provide the needed information. This is important because this approach yields insights and in-depth understanding of the subject matter. (Patton, 2002). The convenient sampling technique gave the researcher the opportunity to gather data from respondents who are

willing to respond to questions which could lead to the achievement of the research objectives.

Guinness Ghana Brewery annual report (2018) indicated that the total number of the company`s employees was 1,955.

The formula below as developed by Yamane (1967) was used to determine the sample size for a very large population of study:

$$n = \frac{N}{1 + N(\epsilon)^2} / 2$$

Where: N= Population size taken

n = sample size

ϵ = Margin error of the study set at $\pm 5\%$

Therefore,

$$n = \frac{1955}{1 + 1955 (0.05)^2} / 2$$

$$= 166$$

In all a sample sizes of 166 respondents were selected. The information was gathered by the researchers directly from the respondents. In this regard, the researchers used designed questionnaire to collect the requisite data from the respondents.

3.8 DATA ANALYSIS TECHNIQUES

In terms of data analysis, both the quantitative and qualitative techniques were employed to describe and identify trends that are emerging to enable inferences to be made. Quantitative data was analysed by means of Statistical Package for Social Science (SPSS) and Microsoft excel. SPSS software specially designed for processing data into pictorial form has therefore been essential for this study. Microsoft Excel was also used in instances of some calculations and pictorial representations. Qualitative data on the other hand has been analysed critically by means of empirical judgment.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.0 INTRODUCTION

The purpose of this chapter is to analyze the pile data collected through surveys and questionnaires, in order to arrive at a meaningful conclusion. By using the mixed method approach, we can fully appreciate the role of measurement and evaluation in the planning of sales promotion projects through a statistical lens.

4.1 SAMPLE

A total of one hundred and sixty-six(166) questionnaires were administered to respondents of Guinness Ghana Brewery PLC. However, after sorting, twelve (12) questionnaires appeared invalid and unusable due to non-compliance, leaving a total of valid one hundred and fifty-four(154) questionnaires. This represents 93% retrieval rate; this shows a very high response rate.

4.1.1 DEMOGRAPHIC DATA

Table 4.1 depicts the Bio data of the respondents sampled.

Analysis of the age category of the respondents revealed that, fifty three (53) respondents representing 34.4% of the respondents fall within the age category of 20-29 years, sixty nine (69) respondents representing 44.8% of the staff were within the age category 30-39 years whereas 13.6% and 7.1% of the respondents were between the age grouping (40-49) and (50 and above) respectively. This further implies that majority of the respondents fall within the age category of 20 to 39 years. Regarding the education background of the respondents the analysis showed that all the respondents have some level of education with 29.2% were Diploma certificate

holders, 44.8% were Bachelor degree holders in diversified fields of educations, 16.9% of the respondents were post graduate (master`s degree) holders whereas 9.1% of the staff hold other forms of relevant certificates from various institution.

Table 4.1 Bio Data

Variables	Frequency(n=154)	Percent
Age category		
20-29	53	34.4
30-39	69	44.8
40-49	21	13.6
51-59	11	7.1
Educational Qualification		
Diploma	45	29.2
Bachelor`s Degree	69	44.8
Master`s Degree	26	16.9
Others	14	9.1
No. of years worked		
1-4 years	36	23.4
5-9 years	54	35.1
10-14 years	26	16.9
15-19 years	19	12.3
20-24 years	16	10.4
25+	3	1.9
Total	154	100

Source: Field Data, (2019)

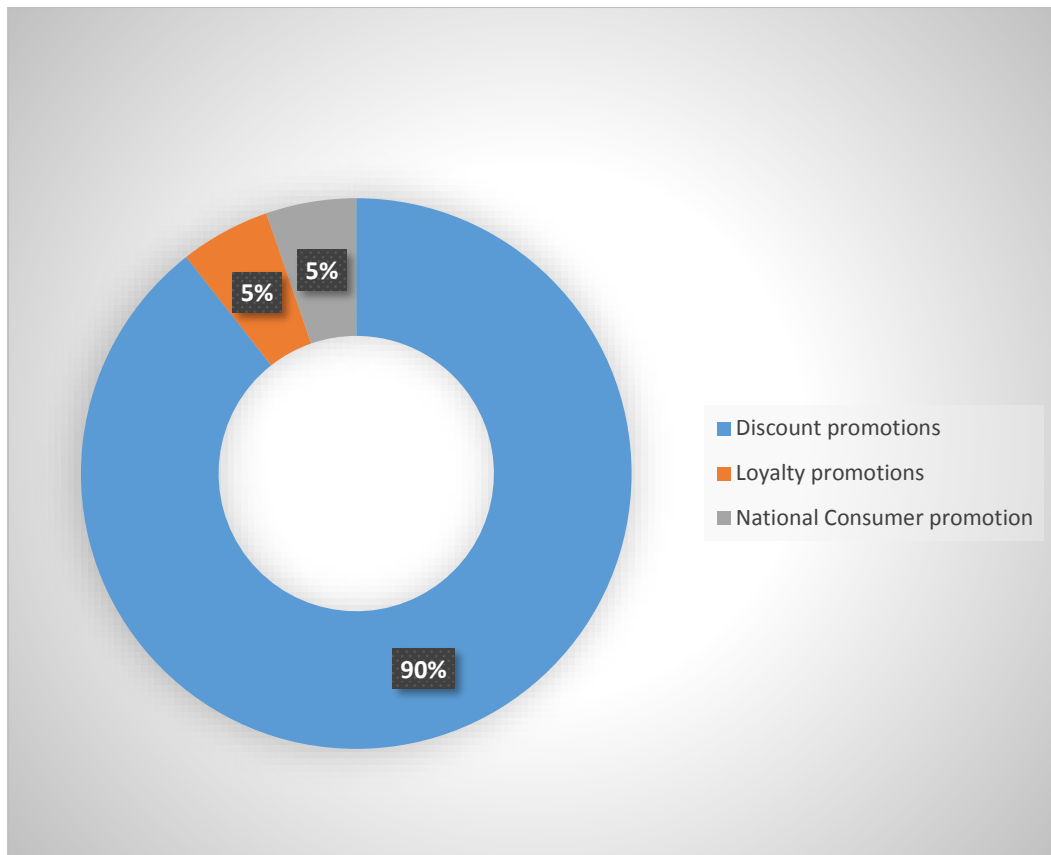


Figure 4.1 what are the main types of sales promotions used at the GGB PLC

Source: Field Data, (2019)

Figure 4.1 shows the distribution of types of sales promotion projects adopted by GGB PLC out of 100% valid cases 90% of the respondents indicated that the company adopts discount promotion type whereas 5% each of the respondents stated that GGB PLC uses loyalty promotion and National Consumer Promotion. This further implies that Guinness Ghana Limited adopts Discount promotions as type of sale promotion project.

Table 4.2 Sale promotion projects used at GGBPLC

	Mean	Standard deviation
Guinness Ghana Breweries PLC used discount promotions as sales strategy	1.21	0.824
Guinness Ghana Breweries PLC used Loyalty promotion as sales strategy	3.12	0.931
Guinness Ghana Breweries PLC used National Consumer Promotion as sales strategy	3.53	1.077
Guinness Ghana Breweries PLC used free gifts as sales strategy	3.48	0.833
Guinness Ghana Breweries PLC used Shelf-price discount as sales strategy	1.2	0.25
Guinness Ghana Breweries PLC used Rebates and price packs as sales strategy	3.56	0.908
GGB PLC uses refer a friend deals and two for one offer sales strategies	1.2	0.15

Source: Field Data, (2019)

Table 4.2 depicts the mean distribution of the sales projects at GGB PLC. With regards to the statement that Discount sales promotions are adopted by GGB PLC majority of the respondents strongly agreed and rated with 1.21 with a standard deviation of 0.824 explaining the variation of views from the central tendency. Respondents strongly agreed to the statements that; “Guinness Ghana Limited used Shelf-price discount as sales strategy”, “Guinness Ghana Limited used sweepstakes as sales strategy”, “GGB PLC uses refer a friend deals and two for one offer sales strategies” with mean of means of 1.27 and average deviation of 0.52 explaining the variation the views. With regards to statements relating to the following sales promotion strategies which suggests that Guinness Ghana Limited used Loyalty promotion, National Consumer Promotion, free gifts and Rebates and price packs as

sales strategies majority of the respondent were indecisive with a mean of mean response of 3.42 with an average deviation of 0.937 explaining the collective deviation of view from the mean. The distribution further affirms discount promotion sales strategy, shelf – price discount, sweepstake/gambling and refer a friend deals and two for offer as most adopted sales promotion strategies by Guinness Ghana Breweries PLC.

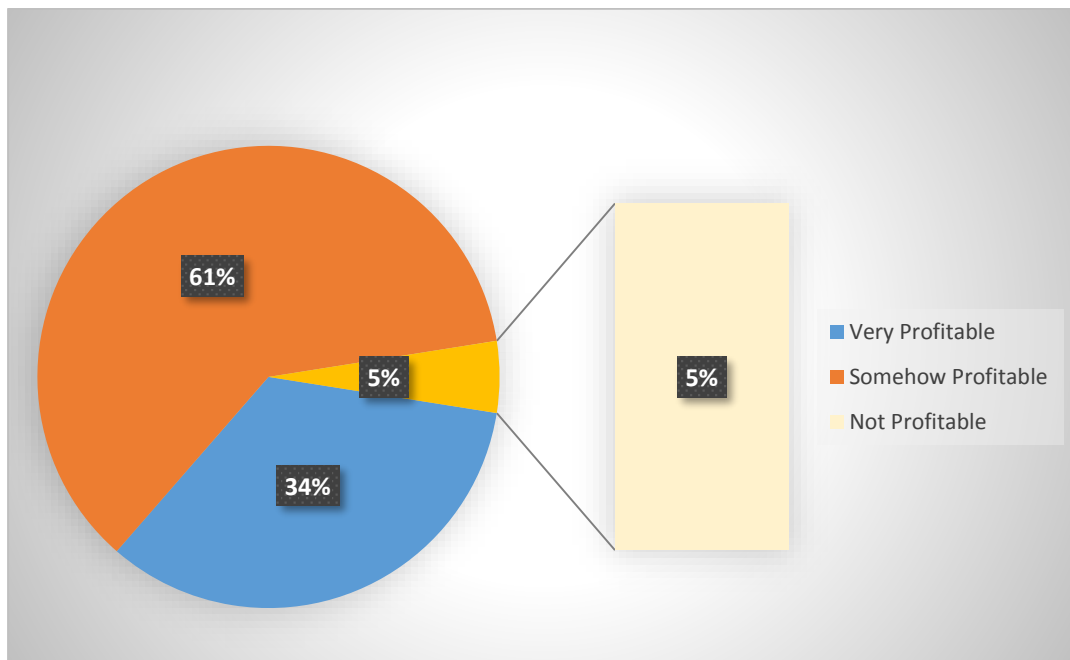


Figure 4.2: How profitable are the strategies to GGBPLC

Source: Field Data, (2019)

Figure 4.2.1 shows the profitability of the strategies deployed by the Guinness Ghana Breweries PLC. 34% of the respondents are of the view that the strategies adopted by the company is very profitable whereas 61% and 5% of the respondents indicated that the strategies deployed by the company were somehow profitable and not profitable respectively. The distribution further reveals that the sales promotion strategies adopted by the company yields good profitable.

Table 4.3 Effectiveness of planning process for sales promotion projects

	Mean	Std deviation
Purposes for sales promotion at GGB PLC are clearly define	1.5	0.025
Sales Promotion Campaign are properly designed before any sales promotions is carried out	1.6	0.02
The target market or audients are keenly Identify and selected	1.02	0.98
The company set budget for the sales promotion thus detailing the cost of the project	1.56	0.15
The company spend within the budget of the sale	2.35	0.89
The company compile a checklist and set deadlines for the most sale promotion	3.3	0.45
Plan and choose a supportive communications strategy or medium for sales projects	1.01	0.87
Possible challenges for a project are identified	3.6	0.05
Sale managers double-check the creative plan before any promotion is carried out.	1.21	0.17
The sales promotions mostly support the company sales strategy	1.65	0.15

Source: Field Data, (2019)

Table 4.3 depicts effective planning process for sales promotion projects at Guinness Ghana Breweries PLC. With regards to the statements such as; “purposes for sales promotion clearly define” , “Sales Promotion Campaign are properly designed before any sales promotions is carried out”, “The target market or audients are keenly identify and selected“, “The company set budget for the sales promotion thus detailing the cost of the project “, “Plan and choose a supportive communications strategy or medium for sales projects”, “Sale managers double-check the creative plan before any promotion is carried out “ and “The sales promotions mostly supports the company sales strategy” respondents strongly agreed that the above mentioned strategies were very effective with a mean of mean rating of 1.39 with average standard deviation of

0.344 explaining the deviation of views from the respondents. However, respondents were indecisive with regards to the statement that suggests that “The company compile a checklist and set deadlines for the most sale promotion” and “Possible challenges for a project is identified” with mean responses of 3.3 and 3.6 respectively with statistical standard deviation of 0.45 and 0.05 explaining the deviation of views from the mean.

Table 4.4 Assessing the effectiveness of planning, monitoring and evaluation practices.

	Very effective		Somehow effective		Not so effective	
	Freq.	Percent	Freq.	Percent	Freq.	Percent
Planning process of sales promotions at GGB PLC	98	63.6	39	25.3	17	11.04
Monitoring and evaluation practices in evaluating sales promotions	111	72.1	31	20.1	12	7.79

Source: Field Data, (2019).

Table 4.4 shows the effectiveness of planning, monitoring and evaluation practices at GGB PLC, 63.6% of the respondents indicated that the planning process of sale promotions at GGB PLC is very effective where as 25.3% and 11.04% indicated that the planning process of sales promotion projects are somehow effective and not so effective respectively.

With regards to the statement “Monitoring and evaluation practices in evaluating sales promotions” majority of the respondents representing 72.1% indicated that the process is very effective whilst 20.1% and 7.79% of the respondents felt that the process of M&E is somehow effective and not so effective respectively. The distribution further reveals that majority of the respondents agreed that the processes of M&E and sales promotions are very effective.

Table 4.5Relevance of developing effective sales promotion projects.

	Mean	Standard deviation
Sales promotion acts as a bridge between advertising and personal selling	1.2	0.1
Because of diversity of market, sales promotion has increased sales tremendously.	2.35	0.59
Would you say sales promotion helps remove the consumer's dissatisfaction about a particular product and manufacturer	3	0.24
Would you say sales promotion create brand-image in the minds of the consumers and the users?	1.8	0.32
Sales promotions serves as a medium to reach prospect buyers at their homes, offices	1.4	0.15
The sales promotion devices at the point-of-purchase stimulate the customers to make purchase promptly on the spot.	2.6	0.98

Source: Field Data, (2019)

Table 4.4 shows the relevance of developing effective sales promotion projects. Respondents strongly agreed to the following statement; “Sales promotion acts as a bridge between advertising and personal selling “, “Would you say sales promotion create brand-image in the minds of the consumers and the users.” and “Sales promotions serves as a medium to reach prospect buyers at their homes, offices “with mean of mean rating of 1.47 with a standard deviation of 0.19 explaining the deviation of views from the mean. Respondents further agreed to the statement that “Because of diversity of market, sales promotion has increased sales tremendously” and “The sales promotion devices at the point-of-purchase stimulate the customers to make purchase promptly on the spot” with a mean rating of 2.35 and 2.6 signifying some level of agreement.

4.5 INTERVIEW WITH THE SALES LEADERSHIP.

The research interviewed the leadership of the sales team at Guinness Ghana Breweries PLC on the topic; the role of measurement and evaluation in the planning of sales promotion projects. During the interview it was noted that Guinness Ghana Breweries PLC used price discount promotions, consumer loyalty promotion, trade rebates and distributor incentives as sales promotion strategies. Consumer loyalty promotions is infrequently used compared to price discounts, trade rebates and distributor incentives which is more frequently used in driving sales volumes. Promotion intends to communicate the company's message across to all consumers. Consumer loyalty promotions was used in building long term relationships with consumers and customers who has close affinity with the company's brands. Price discount and trade rebates on the other hand was used to stimulate frequent purchases as most consumers and customers are price sensitive. Distributor incentives are used to drive sales at distributor end to reduce stockholding.

A sales plan is a strategy that sets out sales targets and tactics for your business, and identifies the steps that a company will take to meet sales targets. The sales planning process involve planning promotional activities into the year's volume forecast. All sales promotions are planned at the beginning of the year with specific execution times set. Sales projected from sales promotions is factored into production. The following were noted as the process adopted by GGB PLC in planning for sales promotion projects;

- define a set of sales targets for your promotion projects taking into account baseline figures
- choose target segment for the promotion
- determine number of outlets to run the promotion,

- Plan for resources to help in execution of the promotional activity
- Provide for budget and spending limits

With regards to key measuring metrics it was opined that distribution, availability, sales volume, return on investment and number of consumers winning was a key determinant of measuring the success of a sale's promotional activity.

In analyzing relevance of measurement and evaluation in developing effective sales promotion projects the sales leadership stated that M and E provides evidence to action current sales process and future planning.

It was noted that measuring and evaluating sales promotion projects are very important for management and leadership of sales teams since it helps in revenue mobilization and collection. The researcher further enquiries about the current Measurement and Evaluation (M&E) practices revealed that baselines, projected targets and incremental for each metric of measurement, review of called out projected metrics are done at the end of each campaign.. It was noted that it helps improve performance and achieve results during sale promotions projects and also improve current and future management of sales outputs, outcomes and impact. The credibility and objectivity of measuring and evaluation depend very much on the independence of the evaluators.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter provides the summary of finding, conclusions made from the analysis of the study and the recommendations made for ensuring efficiency of measurement and evaluation in the planning of sales promotion project at Guinness Ghana Breweries PLC.

5.1 SUMMARY OF FINDINGS

From the analysis and the deliberations made above, it is significant to recognize the following findings with regards to the objective of the study;

With regards to the background data of the respondents it was found that majority of the respondents sampled for the study were within the age category of 20-39 years of age. This gives refreshing future to the company since majority of the staff are of youthful age. Analysis and the discussions revealed that discount promotion strategy, Shelf-price discount sales strategy and sweepstakes sales strategy are the major sales promotion strategy adopted by GGB PLC. However, loyalty promotions strategy and National consumer promotion are used infrequently.

The study revealed that the strategies adopted by Guinness Ghana Breweries PLC yielded good profits over the period.

Discussions with regards to the effectiveness of the planning process for sales promotions projects revealed that the planning procedures and process were dully followed and it yielded good results. The distribution further reveals that majority of the respondents agreed that the processes of M&E and sales promotions are very

effective. The research further revealed that it is very important to develop effective sales promotion projects since it's vital in achieving sales targets.

With regards to the measurement and evaluation of sales promotion projects the analysis revealed that the only way to determine whether your promotions are truly effective is by accurately measuring the four metrics: which were identified as the return on investment, sales volume of the company, distribution, and number of consumers winning. The analysis further revealed that Guinness Ghana Breweries PLC measure the profit accrued, reviewing sales volume, customer response and reactions and actions of competitors are taken into consideration during sales promotion projects.

5.2 CONCLUSION

From the discussions and the analysis made the study concludes that discount promotion strategy, Shelf-price discount sales strategy and sweepstakes sales strategy are the major sales promotion strategy adopted by GGB PLC. However, loyalty promotions strategy and National consumer promotion are used infrequently.

The study further concludes that the strategies adopted by Guinness Ghana Breweries yielded good profits over sales promotion period.

Planning procedures and process at GGB PLC were dully followed and it yielded good results and also processes of M&E and sales promotions are very effective. The research further concludes that there are effective sales promotion projects policies and it's been adhered to achieving sales targets.

The research concludes that GGB PLC measures sales promotion projects using profits accrued during the promotion, sales volume of the company, customer satisfaction, and achievement of goals set for the sales promotion.

5.3 RECOMMENDATIONS

Based on the above findings and the conclusions drawn the researcher recommends the following.

- Management of Guinness Ghana Breweries PLC should ensure effectively integrate the communication tools to ensure that the envisioned purposes for all promotional tools are achieved.
- It is equally important for management to fully exploit technology to entice consumers to the Guinness brand. Social media tools have become more appealing to more youth hence GGB PLC must explore it to its full benefits.
- It is further recommended that management should periodically appraises the input of sales promotion comparative to supplementary promotional tools.
- Finally, the study recommends that management of GGB PLC includes key purveyors and supply chain members in sales promotional activities if they need to meet the goals stipulated for such campaigns. This is because distributors and retails deal directly with consumers hence, they can give adequate feedback on promotional activities used.

The following are recommended for further exploration of other researchers.

1. The communicating effect of sales promotion and advertising on profitability.
2. The effect of sales promotion on brand equity.
3. The effect of sales promotion on new customer acquisition.

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APPENDIX

THESIS TOPIC: THE ROLE OF MEASUREMENT AND EVALUATION IN THE PLANNING OF SALES PROMOTION PROJECTS.

Dear Respondent,

This study is being conducted on the above topic for academic purposes and the researcher would be grateful if you could provide answers to the questions below.

Please note that strict confidentiality is assured with respect to answers given, as facts are needed for academic purposes.

INSTRUCTION: Please tick [☐] the appropriate answer or fill the blank spaces where required.

Section A: BIO DATA

1. Gender: (a) Male [☐] (b) Female [☐].

2. In which age group do you belong?

- (a) 20 – 29 [☐]
- (b) 30 – 39 [☐]
- (c) 40 – 49 [☐]
- (d) 50 – 60 [☐]

3. Which level of education have you?

- (a) Diploma [☐]
- (b) Bachelors' Degree [☐]
- (c) Masters' Degree [☐]
- (d) Others (Specify)..... [☐]

4. How many years have you worked in GGB LIMITED?

- (a) 1 – 4 years [☐]
- (b) 5 – 9 years [☐]
- (c) 10 – 14 years [☐]
- (d) 14 – 19 years [☐]
- (e) 20 – 24 years [☐]
- (f) 25+ [☐]

Section A

Objective One; Identify the types of sales promotions used by GGB PLC

1. What are the main types of sales promotions used at the GGB PLC? {Multiple choice)
(a) Discount promotions []
(b) Loyalty promotions []
(c) National Consumer Promotion []

From the scale of 1 to 4, with 1= Strongly Agree, 2= Agree, 3=Indecisive 4= Disagree 5= Strongly Disagree Kindly rate the following types of sale promotions used by GGB

S/N	Sales promotions used at GGB PLC	1	2	3	4	5
1	Guinness Ghana Limited used discount promotions as sales strategy					
2	Guinness Ghana Limited used Loyalty promotion as sales strategy					
3	Guinness Ghana Limited used National Consumer Promotion as sales strategy					
4	Guinness Ghana Limited used free gifts as sales strategy					
5	Guinness Ghana Limited used Shelf-price discount as sales strategy					
6	Guinness Ghana Limited used Rebates and price packs as sales strategy					
7	Guinness Ghana Limited used sweepstakes as sales strategy					
8	Our company uses refer a friend deals and two for one offer sales strategies.					

2. How profitable are these strategies to the company?
(a) Very Profitable [] (b) Somehow Profitable [] (c) Not Profitable []

Objective Two; Explore the planning process of GGB PLC sales promotions projects

From the scale of 1 to 5, with 1= Strongly Agree, 2= Agree, 3=Indecisive 4= Disagree 5= Strongly Disagree Kindly rate the how strictly these processes are followed when planning for a sale promotion projects.

S/N		1	2	3	4	5
1	Purposes for sales promotion at GGB PLC are clearly define					
2	Sales Promotion Campaign are properly designed before any sales promotions is carried out					
3	The target market or audients are keenly Identify and selected					
4	The company set budget for the sales promotion thus detailing the cost of the project					
5	Our company spend within the budget of the sale					
6	Our company compile a checklist and set deadlines for the most sale promotion					
7	Plan and choose a supportive communications strategy or medium for sales projects					
8	Possible challenges for a project is identified					
9	Sale managers double-check the creative plan before any promotion is carried out.					
10	The sales promotions mostly support the company sales strategy					

3. How would you rate the effectiveness planning process of sales promotions at GGB PLC

- (a) Very effective []
- (b) Somehow effective []
- (c) Not so Effective []

Objective three (3) examine the effectiveness of M and E practices adopted by GGB PLC in evaluating sales promotions projects

1. How effective is the monitoring and evaluation practices in evaluating sales promotions at GGB limited.

- (a) Very effective []
- (c) Somehow effective []
- (c) Not so Effective []

2. Monitory and evaluation practices helps in aligning sales projects to give optimum outputs

- (a)Strongly Agree []
- (b) Agree []
- (c) Indecisive []
- (d) Disagree []
- (e) Strongly Disagree []

Objective four (4) Analyze M&E relevance in developing effective GGB PLC sales promotions projects

Using the scale of 1 to 4, with 1= Very Relevant, 2= Relevant, 3=Indecisive 4= Irrelevant Kindly rate the relevance of developing effective sales promotion projects.

S/N	STATEMENTS				
1	Sales promotion acts as a bridge between advertising and personal selling				
2	Because of diversity of market, sales promotion has increased sales tremendously.				
3	Would you say sales promotion helps remove the consumer's dissatisfaction about a particular product and manufacturer				
4	Would you say sales promotion create brand-image in the minds of the consumers and the users?				
5	Sales promotions serves as a medium to reach prospect buyers at their homes, offices				
6	The sales promotion devices at the point-of-purchase stimulate the customers to make purchase promptly on the spot.				

What are some of the key metrics in measuring sales promotions at GGB PLC?

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....

Any suggestions to improve the sales promotions at GGB limited?

.....

.....

Many Thanks for your time

Appendix B

PLANNING OF SALES PROMOTION PROJECTS. A CASE STUDY OF GGB PLC SALES PROMOTIONS PROJECTS

Dear Respondent,

This study is being conducted on the above topic for academic purposes and the researcher would be grateful if you could provide answers to the questions below. Please note that strict confidentiality is assured with respect to answers given, as facts are needed for academic purposes.

1. What is your position at GGB PLC?
2. What are the different types of sales promotional tools are used by GGB PLC?
3. What does the sales planning process entails at GGB PLC?
4. What are the key measuring metrics for GGB PLC sales promotions?
5. What is the role of your department in sales promotion planning and measuring?
6. What is the relevance of M and E in developing effective sales promotional activity?
7. What are the current M and E practices used in evaluating sales promotion activities?
8. How would you rate the effectiveness of sales promotion projects carried out by GGB PLC?

Many Thanks