

EFFECT OF MARKETING INFORMATION SYSTEM ON MANAGERIAL
DECISION MAKING: THE CASE OF COCACOLA BEVERAGES
ETHIOPIA;
ADDIS ABABA HEAD OFFICE



HAWASSA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE
STUDIES, HAWASSA UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN MARKETING

BY: TIZITA ALEMAYEHU

ID NO: 0019/14

ADVISOR: ALEMU A. (PHD)

APRIL, 2025
HAWASSA, ETHIOPIA

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**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
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HAWASSA, ETHIOPIA

DECLARATION

I, Tizita Alemayehu, declare that this thesis, entitled "Effect of Marketing Information System on Managerial Decision Making: The Case of Coca-Cola Beverages Ethiopia Head Office," is my original work and is submitted to Hawassa University as part of the requirements for the Master of Arts in Business Administration (MBA) degree. This research proposal was conducted independently, with the exception of the guidance and support provided by my research advisor.

By: Tizita Alemayehu

Signature _____

Date _____

HAWASSA UNIVERSITY
SCHOOL OF GRADUATES
ADVISOR'S APPROVAL SHEET

This is to certify that the thesis entitled "Effect of Marketing Information System on Managerial Decision Making: The Case of Coca-Cola Beverages Ethiopia Addis Ababa Head Office," submitted in partial fulfillment of the requirements for the degree of Master of Business Administration was carried out by Tizita Alemayehu, under my supervision. Therefore I recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the Department.

Alemu A. (PhD)

Advisor

EXAMINERS' APPROVAL SHEET

We, the undersigned, members of the Board of Examiners of the final open defense by Tizita Alemayehu have read and evaluated her thesis entitled “Effect of Marketing Information System on Managerial Decision Making: The Case of Coca-Cola Beverages Ethiopia Addis Ababa Head Office” and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of Masters of Business Administration.

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Name of the Internal Examiner	Signature	Date

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Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the School of Graduate Studies (SGS) through the School Graduate Committee (DGC/SGC) of the candidate's department.

Stamp of SGS

Date

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LIST OF ABBREVIATION AND ACRONYMS

ANOVA – Analysis of Variance

DSS – Decision Support System

MDSS – Marketing Decision Support System

MI – Marketing Intelligence

MIS – Management Information System

MkIS – Marketing Information System

RBV – Resource-Based View

SPSS – Statistical Package for the Social Sciences

SD – Standard Deviation

VIF – Variance Inflation Factor

ABSTRACT

This study investigates the impact of Marketing Information Systems (MkIS) on managerial decision-making within the context of a leading fast-moving consumer goods (FMCG) company—Coca-Cola Beverages Ethiopia, headquartered in Addis Ababa. In today's data-driven business environment, effective managerial decisions depend heavily on timely, relevant, and well-structured information. Despite the increasing adoption of MkIS globally, limited research exists that rigorously examines its role in enhancing decision quality, particularly within the Ethiopian context and the FMCG sector. To address this gap, the study employed a quantitative, explanatory research design using structured questionnaires administered to a stratified random sample of 186 employees across multiple departments. The core components of MkIS—Internal Records, Marketing Intelligence, Marketing Research, and Marketing Decision Support Systems (MDSS)—served as independent variables, while managerial decision-making effectiveness was treated as the dependent variable. SPSS version 21 was used to conduct descriptive analysis, Pearson correlation, and multiple linear regressions. The results indicate that all four MkIS components exhibit a strong positive correlation with managerial decision-making. However, regression analysis reveals that only Internal Records and MDSS have a statistically significant effect at the 5% level, while Marketing Intelligence and Marketing Research—although positively correlated—did not show a statistically significant influence. The model's coefficient of determination ($R^2 = 0.761$) confirms that 76.1% of the variance in managerial decision-making is explained by the MkIS variables.

These findings underscore the strategic importance of internal data infrastructure and decision support tools in enhancing organizational decision-making. The study recommends that Coca-Cola Beverages Ethiopia continue to strengthen its MkIS frameworks, particularly by investing in data integration, staff training, and real-time decision support systems. The research also serves as a foundational reference for further studies on MkIS in emerging markets, and provides actionable insights for practitioners seeking to align information systems with decision-making effectiveness.

CHAPTER ONE

1. INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Decision-making is a fundamental aspect of organizational management, crucial for achieving strategic objectives and tackling complex issues. Worldwide, the adoption of Marketing Information Systems (MkIS) has become a common practice to facilitate data-driven decision-making. Empirical evidence shows that Marketing Information System improves decision quality by delivering timely and pertinent information. For example, organizations that employ advanced Marketing information system report enhanced decision accuracy and a competitive edge, thanks to better market insights and data analysis capabilities. The global trend focuses on utilizing technology to transform raw data into actionable intelligence, allowing organizations to make well-informed strategic decisions (Sukomardojo et al., 2024).

In Africa, the use of Marketing Information Systems has been steadily increasing. Research highlights that while many African businesses face challenges such as limited technological infrastructure and data literacy, there is a rising shift towards adopting Marketing Information System to improve decision-making processes (Kshetri, 2014). Kiregyera and B (2015) note that African companies are increasingly acknowledging the importance of marketing information system in navigating market complexities and boosting business performance. Despite infrastructure limitations, there is a growing trend of investing in digital technologies and data analytics to foster organizational growth and competitive advantage.

In Ethiopia, the adoption of Marketing Information Systems is becoming a crucial factor in organizational decision-making. Recent research indicates that Ethiopian companies are beginning to implement Marketing information system to gain deeper insights into market trends and consumer behavior (Shita and Sewdass, 2024). Yigzaw and Tukiainen (2021) further emphasized that despite technological constraints, there is a rising awareness of the advantages of marketing information system in enhancing decision-making and securing a competitive edge.

At Coca-Cola Beverages Ethiopia's Head Office in Addis Ababa, there is a clear trend towards the adoption of Marketing Information Systems to support managerial decision-making. The company's global affiliation and emphasis on innovation have driven efforts to implement Marketing information System tools for better market analysis and strategic planning. Thus the aim of this study was to explore how these marketing information system practices specifically impact managerial decision-making at Coca-Cola Beverages Ethiopia Addis Ababa Head Office.

1.2 STATEMENT OF THE PROBLEM

The primary goal of a Marketing Information System (MkIS) is to provide managers with the necessary data to make informed decisions across all levels of an organization's operations. Information is the foundation of management and decision-making, influencing both internal and external factors. At higher management levels, decisions are often shaped by external factors such as government regulations, market shifts, economic conditions, and competitor activities. In contrast, at lower levels, internal operational data and routine decisions play a more significant role (William, 1977). Therefore, the effectiveness of marketing information system in delivering accurate and timely information is vital for making sound managerial choices.

Market information includes all data, estimates, and insights that influence marketing decisions, directly affecting the marketing of products and services. Accurate market information is crucial for forecasting sales, planning purchasing strategies, and reducing risks. This data allows manufacturers and retailers to understand consumer demand, optimize production, manage competition, and stabilize prices (Vivek et al., 2014). In this sense, marketing information system is essential in helping organizations develop, maintain, and expand their market share by providing valuable insights into consumer behavior and market trends.

Despite the acknowledged importance of marketing information System, previous research has primarily focused on broader management information system applications or on fully structured or routine decision-making tasks. For example, Shaker and Abdel (2014) discussed the challenges of integrating computer-based support into dynamic marketing environments, while Şükrü and Mohsen (2015) found that traditional management information systems typically address only fully structured tasks. Vivek et al. (2014) explored the use of management information systems in marketing, but their study did not deeply examine how marketing information system specifically influences decision-making in a dynamic market setting.

Although Marketing Information Systems (MkIS) have been widely studied in developed economies, there is a noticeable lack of research focusing on how MkIS influences decision-making in the Ethiopian business context, especially within the fast-moving consumer goods (FMCG) sector. This study addresses that geographical and contextual gap. Prior studies often discuss MkIS in broad terms or within banking, telecommunications, or service sectors. This research narrows the focus to the beverage industry, particularly Coca-Cola Beverages Ethiopia, which has not been studied in detail in prior literature. Many earlier studies focus on operational or marketing performance as the dependent variable. This study differs by directly assessing the impact of MkIS on managerial decision-making, highlighting how data systems guide strategic, tactical, and operational decisions at different organizational levels.

This study simultaneously examines the combined and individual effects of four MkIS components:

Internal Records

- Marketing Intelligence
- Marketing Research
- Marketing Decision Support System (MDSS)

This holistic approach offers a comprehensive framework not commonly found in single studies. The researcher, being an employee of Coca-Cola Beverages Ethiopia, offers insider insights into how marketing data is actually used, ensuring that the study is both practical and rooted in the organization's real operations—a unique strength over purely external academic assessments.

1.3 RESEARCH QUESTIONS

1. To what extent do internal records affect managerial decision-making?
2. How does marketing intelligence contribute to strategic and tactical decisions?
3. What role does marketing research play in identifying and solving marketing problems?
4. How effective is the marketing decision support system (MDSS) in enhancing decision quality?

1.4 OBJECTIVES OF THE STUDY

1.4.1. GENERAL OBJECTIVE

The general objective of the study was to examine effect of marketing information systems on managerial decision making.

1.4.2. SPECIFIC OBJECTIVES

The specific objectives of the study are

- To examine the effect of internal records (Data Bases) on managerial decision making at Coca-Cola Beverages Ethiopia Addis Ababa Head Office.
- To examine the effect of Marketing Intelligence on managerial decision making at Coca Cola Beverages Ethiopia Addis Ababa Head Office.

- To examine the effect of Marketing Research on managerial decision making at Coca Cola Beverages Ethiopia Addis Ababa Office.
- To examine the effect of Marketing Decision Support System on managerial decision making at Coca-Cola Beverages Ethiopia Addis Ababa Head Office.

1.5 HYPOTHESIS

H01: Internal Records (Data Bases) has significant effect on managerial decision making

H02: Marketing Intelligence has significant effect on managerial decision making

H03: Marketing Research has significant effect on managerial decision making

H04: Marketing Decision Support System has significant effect on managerial decision making

1.6 SIGNIFICANCE OF THE STUDY

The findings of this study provide significant value to various stakeholders. For organizations and business practitioners, it offers insights into the impact of marketing information systems (MkIS) on managerial decision-making, helping them refine strategies and optimize decision-making processes for competitive advantage. Researchers and academics can use this study as a reference for further exploration of MkIS, building upon its empirical findings to investigate industry-specific applications and advancements. For students in business, marketing, and information systems, the research serves as an educational resource, offering real-world applications to enhance theoretical learning. Additionally, for Coca-Cola Beverages Ethiopia, the study identifies gaps in its current MkIS practices, providing actionable recommendations to improve decision-making efficiency and operational effectiveness. Overall, this research benefits multiple stakeholders by offering strategic insights, academic contributions, and practical improvements in MkIS implementation.

1.7 SCOPE OF THE STUDY

This study limited to the Coca-Cola Beverages Ethiopia Head Office in Addis Ababa, specifically focusing on its employees, both managerial and non-managerial. The research aims to analyze how marketing information systems affect managerial decision-making within this office. The study was takes place during the academic year from January 2024 to February 2025. A mixed- method approach, combining both quantitative and qualitative data, used, with explanatory research designs guiding the investigation.

1.8 LIMITATIONS OF THE STUDY

The study is confined to the Addis Ababa Head Office of Coca-Cola Beverages Ethiopia, and does not consider other branches or regions. This limits the generalizability of the findings to the entire organization or the beverage industry across Ethiopia. The research focuses on a single company, which may not reflect the practices or effects of Marketing Information Systems (MkIS) in other companies or sectors. Data collection occurred within a limited time frame (January 2024 – February 2025), which may not account for long-term trends or seasonal variations in decision-making processes. The study primarily relies on quantitative data (questionnaires) with limited qualitative insights from interviews. This might restrict the depth of understanding regarding individual perceptions and contextual nuances. Responses were collected via self-administered questionnaires, which could be influenced by social desirability bias, where respondents might present themselves or the organization more favorably. Variations in employees' technical literacy might have influenced their understanding and evaluation of the Marketing Information System tools, potentially skewing the data.

1.9 OPERATIONAL DEFINITION OF TERMS

Marketing Information System (MkIS):

A Marketing Information System is a computer-based system designed to support managerial decision-making by collecting, processing, analyzing, and disseminating marketing data. It integrates internal and external sources of information to help managers make timely and effective marketing decisions. MkIS is structured to provide relevant data to marketing managers on customer behavior, market trends, and competitive activities, thereby facilitating strategic planning and execution.

Reference: Vivek V. et al., 2014

Internal Records (Databases):

Internal records refer to the systematically organized data that a company gathers from its own operations. This includes information on sales performance, inventory levels, production costs, customer transactions, and financial metrics. These records are typically stored in internal databases and are easily accessible to marketing managers, enabling them to monitor business performance and make informed operational and strategic decisions.

Reference: Sultan M., 2012

Marketing Intelligence (MI):

Marketing intelligence is the ongoing process of gathering, analyzing, and interpreting data about the external marketing environment. This includes information about competitors, customer preferences, technological advancements, and market conditions. The purpose of marketing intelligence is to provide actionable insights that support decision-making in areas such as product development, pricing, and promotional strategies. It often involves structured data collection methods such as market scanning, customer feedback, and competitor monitoring.

Reference: Sultan M., 2012

Marketing Research:

Marketing research is the formal and systematic process of collecting, analyzing, and interpreting data related to marketing problems and opportunities. It is aimed at providing information to support decision-making regarding product design, market segmentation, customer satisfaction, branding, and marketing strategy. Marketing research can be categorized into problem-identification research (e.g., market trend analysis) and problem-solving research (e.g., product testing). This research involves multiple stages, including problem definition, research design, data collection, analysis, and report preparation.

Reference: Sultan M., 2012

Decision-making:

Decision making is the conscious, systematic, and purposeful process through which individuals or groups choose one course of action among several alternatives in order to achieve a specific goal or resolve a particular issue. In a managerial context, it involves collecting relevant information, evaluating options, forecasting outcomes, and selecting the best strategy to enhance organizational effectiveness. Decision-making processes are influenced by cognitive (thought), emotional (feeling), and volitional (willpower) factors, and can be classified as structured, semi-structured, or unstructured depending on the level of complexity and certainty involved.

Reference: Delone and McLean, 1992

1.10 ORGANIZATION OF THE PAPER

The paper consists of five chapters. Chapter one introduced the background of the study, problem statement, hypotheses, research questions, research objectives, significance of the study, scope, limitation of the study and definitions of operational terms. Chapter two provided a review of relevant literature. Chapter three outlined the research design and methodology. Chapter four focused on the data analysis and presentation of the findings. Finally, chapter five summarized the main findings, conclusions, and recommendations of the study.

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CHAPTER TWO: 2. REVIEW OF RELATED LITERATURE

2.1. THE CONCEPT OF DECISION MAKING

Decision-making is a central managerial activity involving the selection of the best course of action from among various alternatives to achieve specific organizational goals. It is a deliberate, cognitive, and emotional process through which individuals or groups identify problems, gather and evaluate relevant information, consider possible alternatives, and choose the most suitable option to address a particular issue. According to Ismail (2011), decision-making involves three primary human dimensions: cognition (thinking and analysis), volition (willingness and intent), and emotion (feelings and preferences). The goal is to make informed choices that contribute to the strategic, tactical, or operational success of an organization.

2.2. TYPES OF DECISION

There are different types of decision. Decisions are typically characterized as unstructured, semi- structured and structured (Viale et al., 2024).

2.2.1. UNSTRUCTURED DECISIONS

The unstructured decision involves decision situations where it is not possible or desirable to specify in advance most of the decision procedures to follow. Many decision situations in the real world are unstructured because they are subjected to too many random or changeable events or involve too many unknown factors or relationships. It occurs when the relevant parameters as well as the influencing relationships are unknown. The manager does not know the information required. The information system can be of no help to the manager under this type of situation. For unstructured decisions cost system, sales and production R&D planning etc., techniques can be used (Viale et al., 2024).

2.2.2. SEMI STRUCTURED DECISIONS

Semi-structured decisions occur in an environment where the relevant parameters are mostly known and where influencing relationships are suspected or are approximately known. In such cases the MKIS can provide assistance to the decision maker through provision of information. For semi-structured decisions, e.g.,

production, scheduling, cash management, overall budget, new product planning, etc., techniques can be used (Viale et al., 2024).

2.2.3. STRUCTURED DECISIONS

Structured decisions involve situations where the procedures to follow when a decision is needed can be specified in advance. Structured decisions are those where both the relevant parameters and relationships are known. Any decision process that can be defined in a procedure and issued to any organization is an example of structured process. For example account receivable inventory control, the reorder point; determination of the economic order quantity, short-term budgeting and the safety stock and stock are structure decision system provides analyses of determination to assist in decision-making. The structured decisions can be automated and can be computerized. The objectives of an MKIS is to ensure that all the structured decisions are computer generated and the managers need not spend much time in making structured decisions (Viale et al., 2024).

2.3. MARKETING INFORMATION SYSTEM COMPONENTS

MKIS design is important since the quality of marketing information system has been shown to affect the effectiveness of decision- making (Jobber & Fahy, 2006). The MKIS comprises the following four elements:

2.3.1 INTERNAL RECORDS

Internal records refer to the vast amount of data collected within an organization from daily operations. These include sales reports, cost analyses, inventory levels, customer transactions, and financial performance data. According to Kotler and Armstrong (2008), internal databases enable marketing managers to quickly access historical and current data, identify trends, recognize problems, and evaluate performance.

Internal records are advantageous because they are readily available, cost-effective, and can be easily integrated into decision-making processes. In the context of Coca-Cola Beverages Ethiopia, internal records support decisions related to logistics, production planning, and market demand forecasting.

2.3.2. MARKETING INTELLIGENCE

Marketing Intelligence (MI) is the systematic collection and analysis of publicly available information about competitors, market trends, customer preferences, and regulatory environments. It enables managers to anticipate changes in the external business environment and respond proactively. Pride and Ferrell (2006) define marketing intelligence systems as a set of procedures and data sources used by marketing managers to gather information from the environment for decision-making.

Effective MI systems provide insights for both strategic and tactical decisions by creating a comprehensive view of business conditions. In practice, Coca-Cola may use MI to monitor competitor promotions, customer satisfaction levels, or emerging consumer trends, enabling the company to adjust its strategies accordingly.

2.3.3. MARKETING RESEARCH

Marketing research is a proactive approach to identifying and solving marketing problems through the systematic collection, analysis, and interpretation of data. According to Malhotra (2007), marketing research connects consumers and marketers by delivering data used to understand market needs, measure performance, and guide strategic actions.

Marketing research can be categorized into:

Problem Identification Research: Focuses on understanding the market environment, such as customer satisfaction, brand perception, and market trends.

Problem-Solving Research: Involves evaluating solutions, such as product testing, pricing studies, and promotional effectiveness.

In the case of Coca-Cola Beverages Ethiopia, marketing research helps in launching new products, refining advertising strategies, and assessing market potential.

2.3.4. MARKETING DECISION SUPPORT SYSTEM (MDSS)

A Marketing Decision Support System is a computer-based tool that assists managers in making semi-structured and unstructured decisions by analyzing data and modeling outcomes. According to Power (2002), MDSS allows users to simulate various scenarios, test hypotheses, and forecast future outcomes based on available data.

MDSS includes tools such as spreadsheets, statistical software (e.g., SPSS), data mining applications, and forecasting models. These tools provide analytical support to evaluate alternatives and make informed marketing decisions. Coca-Cola Beverages Ethiopia can use MDSS to evaluate pricing strategies, promotional campaigns, and market segmentation plans. Theoretical Framework

2.4. INFORMATION SYSTEMS AND DECISION MAKING

The relationship between information systems and decision making is a strong one. The availability of information in large quantities means power, provides organizational options, and an effective decision maker can determine the best options at a tremendous speed, but sometimes the decision maker cannot obtain information due to lack of availability or lack of access. Because the prices and the cost of collection is very high, the less information the greater the ambiguity and increased the degree of risk and the increased risk of non-decision (Ajayi & Omirin, 2007).

But after the adoption of the modern scientific method in management, the decision is no more made by intuition or guessing or even based on the experience of the manager, but depends on the exact search which could not be achieved except by collecting data on all aspects of the problem then analyzing, interpreting and translating it into reality to help making the decision (Harrison, et. al., 2016)

Marketing Decision Support System

The art of decision-making provides us a variety of approaches, methods and techniques helpful and useful for making high quality of decision. A decision maker, as an individual, or as a member of formal organization with his own philosophy and perception of the organization, selects for optimizing values within the constraints imposed by the organization. Some of these theories are as under (Varshney, 1997).

2.5. THEORIES OF MARKETING INFORMATION SYSTEM AND DECISION MAKING

This study is grounded in well-established theories that provide a framework for understanding the role of marketing information systems (MkIS) in managerial decision-making. The key theories supporting this research include Decision Theory, Resource-Based View (RBV), and Systems Theory. These theories help explain how MkIS influences decision-making processes and contribute to organizational performance.

2.5.1 DECISION THEORY

Decision Theory focuses on how individuals and organizations make choices under conditions of uncertainty. It suggests that decision-makers rely on available information to evaluate alternatives and select the most effective course of action (Simon, 1977). According to this theory, an efficient decision-making process involves gathering relevant data, analyzing potential outcomes, and minimizing uncertainty.

Marketing information systems play a crucial role in this process by providing accurate and timely data that managers can use to make informed decisions. The four key components of MkIS—Internal Records, Marketing Intelligence, Marketing Research, and Marketing Decision Support Systems—align with the principles of Decision Theory, as they help managers evaluate the market environment, identify trends, and mitigate risks. By structuring and organizing information effectively, MkIS reduces uncertainty and supports rational decision-making in the organization.

2.5.2 RESOURCE-BASED VIEW (RBV) THEORY

The Resource-Based View (RBV) theory, developed by Barney (1991), posits that an organization's competitive advantage depends on its ability to acquire and utilize valuable, rare, inimitable, and non-substitutable (VRIN) resources. Information and knowledge are considered strategic resources that drive competitive performance.

In this context, a well-developed MkIS is a valuable resource that enhances decision-making efficiency by providing market insights, customer data, and competitive intelligence. Organizations that effectively implement and utilize MkIS can improve their strategic planning, marketing effectiveness, and operational efficiency. This, in turn, leads to enhanced managerial decision-making and better business performance.

At Coca-Cola Beverages Ethiopia, the implementation of MkIS allows managers to track market trends, customer preferences, and sales performance, helping the company make data-driven decisions that improve market positioning and operational efficiency.

2.5.3. SYSTEMS THEORY

Systems Theory, proposed by Bertalanffy (1968), views an organization as an interconnected system where different components work together to achieve common goals. It emphasizes that organizations function as complex systems in which various departments, processes, and technologies interact dynamically.

MkIS fits within Systems Theory as a critical subsystem that connects different functional areas such as

marketing, finance, and operations. By integrating and processing information from multiple sources, MkIS ensures that decision-makers have a comprehensive view of the business environment. This holistic perspective enables managers to align marketing strategies with organizational objectives, improve coordination between departments, and enhance overall decision-making effectiveness.

In the case of Coca-Cola Beverages Ethiopia, MkIS facilitates cross-functional collaboration by enabling managers in marketing, finance, and operations to share and analyze data collectively. This leads to more coordinated decision-making, ensuring that strategies are based on accurate and consistent information.

2.6. EMPIRICAL LITERATURE

Many previous researches tried to study the impact of information systems on decision making to help decision-makers in the organizations to make the right decision and achieve the organization's goals (Aina et al., 2016). Navadg (2022), conducted a study on “Marketing Information System (MKIS) A Need for Effective Marketing Decisions”. The objective of this study to know the steps of Marketing Information System and highlight the need of Marketing Information System. The study is descriptive in nature. Secondary sources of literature have been used for the development of the concept. This study sought that marketing information system helps managers to recognize marketing trends. Also marketing information system provides the information necessary to develop marketing strategy.

A research was done by Thair and Tahir (2020), on “The Effect of the Marketing Information System (MKIS) on Decision Making: an applied study on a Saudi Telecommunication Company.” The study aims at measuring the effect of the Marketing Information System (MKIS) on decision making and highlighting the significance and importance of using the MKIS in decision-making.

Mohammad and Khaled (2020), study on “The Impact of Marketing Information Systems on Decision-Making Systems at Islamic International Arab Bank in Jordan”. This paper aims to study the impact of Marketing Information Systems (MKIS) on Decision Making Systems (DMS) at banks sectors.

A questionnaire was developed to achieve the study's objectives and distributed to (30) branch managers in Islamic International Arab Bank. The questionnaire has 5 variables; four variables are used as independent variables. The results show that marketing information systems have a significant influence on decision making systems of bank management. Marketing intelligence, research and analysis are dependent on database systems as a main source of information.

Şükrü and Mohsen (2015), done a research on “Decision Making Based on Management Information System and Decision Support System”. A major focus of this study was to identify similarities and distinction, decision support systems and management information systems. The study revealed that the management support system

supports medium level of data and in decision support system it supports huge volume of data. The study also found that the management information system focus only on fully structured task or routine for decision but decision support system focuses on structure as well as semi-structured data.

2.7. CONCEPTUAL FRAMEWORK OF THE STUDY

The conceptual framework guiding this study was developed based on the assumption that **Marketing Information System (MkIS)** components directly influence **managerial decision-making**. The framework includes four independent variables — **Internal Records, Marketing Intelligence, Marketing Research, and Marketing Decision Support System (MDSS)** — and one dependent variable — **Managerial Decision-Making**. Each component is rooted in established literature, which affirms its conceptual and practical relevance.

1. Internal Records

Internal records are historical data generated by an organization, such as sales reports, customer databases, inventory logs, and financial data. Kotler and Keller (2012) emphasize that internal records serve as the backbone of routine decision-making, especially in areas such as forecasting, inventory management, and cost control. Internal records provide a low-cost and real-time source of intelligence, which is essential for monitoring organizational performance (Kotler et al., 2012). Similarly, Laudon and Laudon (2016) argue that internal databases enable companies to track internal processes, measure KPIs, and respond promptly to operational inefficiencies.

Justification in Framework:

Internal records are foundational because they provide decision-makers with timely and structured information directly derived from company operations, making them indispensable for daily tactical decisions.

2. Marketing Intelligence (MI)

MI involves the systematic gathering and analysis of external data—competitor activities, customer preferences, regulatory changes, and market trends. According to Kotler and Keller (2012), MI helps organizations sense and respond to the external environment, identifying opportunities and threats early. MI provides a 360-degree view of the market, contributing to more informed and adaptive decision-making. Montgomery and Urban (2001) reinforce this by stating that well-developed MI systems support strategic agility, allowing firms to anticipate shifts in consumer behavior or competitor strategy.

Justification in Framework:

MI is included in the model because it enhances decision-making beyond internal data—it enables the firm to remain competitive, alert, and externally focused. When structured, MI supports both strategic and semi-structured decisions.

3. Marketing Research

Marketing research involves designing, collecting, analyzing, and reporting data relevant to a specific marketing problem or decision. Malhotra and Birks (2007) define marketing research as a tool for problem-solving and decision support across the marketing mix. It allows decision-makers to assess consumer needs, segment markets, and test campaigns, thus improving resource allocation and minimizing risk. McDaniel and Gates (2010) further argue that when aligned with strategy, marketing research ensures evidence-based decision-making, especially in new product development and positioning.

Justification in Framework:

Marketing research supports in-depth decision-making, particularly in unstructured or exploratory contexts. It is essential for generating insights into consumer behavior and validating strategic assumptions.

4. Marketing Decision Support Systems (MDSS)

Definition: MDSS refers to computer-based systems that assist in solving marketing problems through simulations, predictive analytics, and decision models.

According to Kotler et al. (2012), MDSS enables managers to test alternatives and forecast outcomes, providing structured support for semi-structured and unstructured decisions. Turban, Sharda, and Delen (2014) classify MDSS as a key driver of data-driven marketing, empowering companies to simulate pricing changes, promotion strategies, or channel shifts before implementation. MDSS helps reduce cognitive bias and enhances the rationality of decision-making processes.

Justification in Framework:

MDSS integrates various data streams (internal and external) and transforms them into actionable scenarios. Its presence in the framework reflects its role in supporting analytical rigor, forecasting, and decision optimization.

5. Managerial Decision-Making (Dependent Variable)

This refers to the process by which managers analyze data, evaluate alternatives, and choose courses of action to achieve organizational objectives.

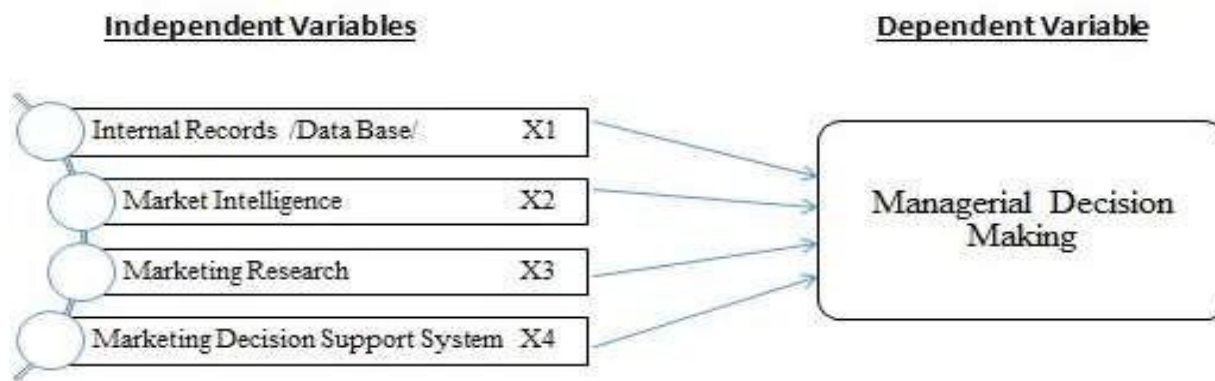
Simon (1977) classified decision-making into structured, semi-structured, and unstructured categories, noting

that information systems enhance decision accuracy and consistency. Mintzberg et al. (1976) emphasized that decision-making is not just technical but also behavioral and cognitive, requiring tools that reduce complexity and ambiguity. Drucker (1999) argued that in the modern data-rich environment, the ability to interpret and act on information is a critical managerial competency.

Justification in Framework:

Managerial decision-making is the ultimate outcome influenced by MkIS inputs. The framework assumes that better information (in terms of quality, accessibility, and analytical depth) leads to more effective, timely, and strategic decisions.

FIGURE 1 CONCEPTUAL FRAME WORK OF THE STUDY



Source: Developed for this research, (2024)

CHAPTER THREE:

3. RESEARCH METHODOLOGY

3.1 DESCRIPTION OF THE STUDY AREA

This study was conducted at the Head Office of Coca-Cola Beverages Ethiopia, located in Addis Ababa, the capital city of Ethiopia. Addis Ababa is a strategic commercial and administrative center, housing major national and multinational corporations. Coca-Cola Beverages Ethiopia operates within a dynamic and competitive environment in the fast-moving consumer goods (FMCG) sector, making it a suitable site to examine the influence of Marketing Information Systems (MkIS) on managerial decision-making.

3.2 RESEARCH DESIGN

This study adopted an explanatory research design, aimed at investigating the causal relationship between MkIS components and managerial decision-making. The design was appropriate for analyzing how internal records, marketing intelligence, marketing research, and marketing decision support systems affect decisions made by managers.

3.3 RESEARCH APPROACH

A quantitative research approach was employed. This approach enabled the collection and statistical analysis of numerical data through structured questionnaires. The objective was to quantify the relationship between MkIS components and managerial decision-making using inferential statistics such as correlation and multiple regression analysis. The study gathered quantitative data through structured surveys distributed to managers at Coca Cola Beverages Ethiopia, located at the Addis Ababa Head Office. The quantitative phase focused on evaluating the relationship between various independent variables (such as internal records, marketing intelligence, and marketing decision support systems) and the dependent variable of managerial decision-making. The analysis aimed to determine how the marketing information system influenced the decision-making process within the organization. By concentrating on the quantitative aspect, this study sought to provide clear insights into the role of marketing information systems in improving and informing managerial decisions at Coca-Cola Beverages Ethiopia.

3.4 DATA SOURCES

The study utilized both primary and secondary data sources:

Primary data were gathered using structured questionnaires and interviews.

Secondary data were obtained from previous research, scholarly journals, company reports, and official publications.

3.5 TARGET POPULATION

The target population consisted of employees at Coca-Cola Beverages Ethiopia Head Office, particularly those involved in decision-making processes, such as managers, supervisors, and officers from departments including marketing, IT, and operations. The total population was 450 employees.

3.6 SAMPLING DESIGN

The participants in this study were chosen from the employee population at Coca-Cola Beverages Ethiopia Head Office in Addis Ababa, which consists of approximately 450 employees across different departments. The research specifically targeted individuals involved in managerial decision-making processes and those who use the marketing information system in their roles. This included managers, team leaders, and other key personnel from departments such as marketing, finance, and operations. By focusing on these specific groups, the study aimed to gather relevant insights into how the marketing information system impacted decision-making within the organization.

3.6.1 SAMPLE SIZE DETERMINATION

The sample size was calculated using Yamane's formula (1967):

$$n = N / (1 + N(e)^2)$$

Where:

n = sample size

N = population size = 450

e = level of precision = 0.05

$$n = 450 / (1 + 450(0.05)^2) = 212 \text{ respondents}$$

3.6.2 SAMPLING TECHNIQUE

To obtain a representative sample that accurately reflects the diverse perspectives within the target population, the study used a stratified random sampling technique. This method involves dividing the population into distinct subgroups, or strata, based on characteristics such as department and managerial level. A random sample is then selected from each stratum. This approach ensures that all relevant subgroups are included in the sample, enhancing the accuracy and generalizability of the study's findings (Saunders & Thornhill, 2009).

Stratified random sampling was particularly appropriate for this study, as it facilitated the inclusion of various departments and managerial levels, ensuring that the sample captured a broad range of experiences and viewpoints regarding the use of the marketing information system. Creswell (2014) highlights the importance of adequately representing each subgroup in the sample to draw meaningful and generalizable conclusions. By using this technique, the study gained a comprehensive understanding of how the marketing information system impacts managerial decision-making at Coca-Cola Beverages Ethiopia.

3.7 DATA COLLECTION TOOLS

Data collection is a systematic process that involves gathering and measuring information from various sources to achieve complete and accurate representation of previously set hypotheses. It enables a researcher to answer relevant research questions, evaluate the outcome and make predictions and recommendations about probable future trends (Zikmund & Babin, 2012).

3.7.1 QUESTIONNAIRE

A questionnaire is a research instrument consisting of a set of questions (items) intended to capture responses from respondents in a standardized manner (Saunders et. al, 2003). The study depended on primary data which was collected through self-administrated questionnaire. The questionnaire was prepared in line with the objectives of the study

The respondents of the study who filled out the questionnaires were marketing officers, supervisors, managers, and IT officers at Coca-Cola Beverages Ethiopia. These individuals were selected because they are directly involved in managerial decision-making processes and use the marketing information system in their respective roles. Their insights were vital in understanding the impact of the marketing information system on managerial decision-making within the organization. .

3.8 PRE-TEST

Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair et al., 2003). Validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement.

3.8.1 VALIDITY

Validity is the degree to which a measure accurately represents what it is supposed to. It is concerned with how well the concept is defined by the measure(s). There are three types of validity: content validity, predictive validity, and construct validity. The content validity is the assessment of the correspondence between the individual items and concept. Validity is the criteria for how effective the design is in employing methods of measurement that will capture the data to address the research questions (Hair et al, 1998).

Therefore, in this study in order to assure the validity of the research instrument, various relevant literatures and different previous research questionnaires were used.

3.8.2 RELIABILITY

The reliability of a measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Zikmund, 2003). In this study, the reliability of the items in the instrument was measured using Cronbach's alpha which is the most frequently used reliability test.

According to Sekaran (2003), the closer the reliability coefficient gets to 1.0, the better it is, and those values over .80 are considered as good. Those values in the .70 are considered as acceptable and that reliability value less than .60 is considered being poor. Accordingly, the measurement in the study was good with a total reliability alpha score of .937. The alpha values are shown as follows:

TABLE 3.1 RELIABILITY ANALYSIS TABLE

Reliability Statistics			
Cronbach's Alpha	N of Items		
.937	5		

Item Statistics			
	Mean	Std. Deviation	N
Internal Records	2.2720	.61246	186
Marketing Intelligence	2.2258	.92168	186
Market Research	2.2495	.62982	186
Marketing Decision Support System	2.2495	.62396	186
Managerial Decision Making	2.2065	.70761	186

3.9 METHOD OF DATA PROCESSING AND ANALYSIS

The purpose of data analysis is to transform large amounts of data into a manageable form, identify patterns, summarize key findings, and apply appropriate statistical techniques (Cooper & Schindler, 2011). The data collected was coded and entered into the computer for analysis using the Statistical Package for Social Sciences (SPSS) version 21. The data was then presented in a clear and informative manner, using frequency tables, graphs, and charts to facilitate easier analysis and interpretation. Descriptive analysis was employed to determine the proportions and frequencies of the variables. Additionally, inferential statistical tools such as correlation analysis and multiple regression analysis were used to draw conclusions about the broader population from the sample data. Correlation analysis was used to examine the strength and direction of relationships between variables, while regression analysis helped to identify the impact of the independent variables on the dependent variable. The results were presented in the form of tables and figures, allowing for a clear and concise interpretation of the findings.

3.9.1 MODEL SPECIFICATION

The study hypothesized that there is a correlation and significant relationship between marketing information and managerial decision-making. It also posited that internal records, including databases, marketing intelligence, marketing research, and marketing decision support systems, significantly influence managerial decision-making systems.

Multiple regression analysis, a statistical technique used to examine the relationship between a dependent variable and one or more independent variables (Hair et al., 2010), was employed in the study. Consequently, the study applied multiple linear regression, with the model analysis presented as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where as

y refers dependent variable which is managerial decision making

β_0 refers constant

$\beta_1, \beta_2, \beta_3$ and β_4 are the coefficients of the independent variables (Internal Records (Data Bases), Marketing Intelligence, Marketing Research and Marketing Decision Support System)

X_1, X_2, X_3 and X_4 refers the independent variables (Internal Records (Data Bases), Marketing Intelligence, Marketing Research and Marketing Decision Support System)

ε refers significant error

3.10 ETHICAL CONSIDERATIONS

In research, ethics refers to the appropriateness of the researcher's conduct concerning the rights of participants or subjects involved in the study (Saunders et al., 2009). Thus, this study adhered to general research ethical guidelines by ensuring that respondents provided information voluntarily, were informed about the purpose of the study beforehand, and had their confidentiality assured. Additionally, efforts were made to ensure the questionnaire was clear and relevant to the industry context. Finally, the questionnaires were distributed exclusively to participants who volunteered.

CHAPTER FOUR

RESULT AND DISCUSSION

This chapter provided analysis and findings obtained from the field. It also discusses results on demography; age, gender, marital status, level of education, number of years in the organization, and department in the organization. The chapter further outlines the effect of marketing information systems on managerial decision making.

4.1 RESPONSE RATE

Out of 212 questionnaires distributed, 186 were returned and deemed valid, yielding a response rate of 87.73%, which is considered excellent according to Rubin & Babbie (2010), who recommend a minimum threshold of 70% for survey reliability.

4.2 DEMOGRAPHIC INFORMATION

This section gives an analysis on the results on demographic factors of the respondents who participated in this research study.

TABLE 4.1 DEMOGRAPHIC DATA OF THE RESPONDENTS

			Count	Percentage (%)
Gender of Respondents	Male		115	61.8%
	Female		71	38.2%
	Total		186	100%
Age Categories of Respondents	18-29 Years Old		45	24.2%
	30-40 Years Old		94	50.5%
	41-55 Years Old		36	19.4%
	Above 55 Years Old		11	5.9%
	Total		186	100%
Work Experience of	Less than 1 Year		24	12.9%

Respondents	2-10 Years	120	64.5%
	More than 10 Years	42	22.6%
	Total	186	100%
Education Level of Respondents	Diploma	5	2.7%
	Degree	114	61.3%
	Masters	65	34.9%
	PhD and Above	2	1.1%
	Total	186	100%
Working Position of Respondents	Marketing Officer	119	64.0%
	IT Officer	15	8.1%
	Supervisor	38	20.4%
	Manager	14	7.5%
	Total	186	100%

Source: Survey Result, 2024

The researcher aimed to explore the distribution of respondents by gender. The results showed that 61.8% of respondents were male, while 38.2% were female, as illustrated in Table 4.1. This indicates that both genders were represented among the respondents, with males forming the majority. In terms of age, the researcher found that 24.2% of respondents were between 18-29 years, 50.5% were between 30-40 years, 19.4% were between 41-55 years, and 5.9% were above 55 years old. These findings are summarized in Table 4.1.

Regarding the respondents' tenure within the organization, 12.9% had worked for less than one year, 64.5% had been employed for 2-10 years, and 22.6% had been with the organization for more than 10 years, as shown in Table 4.1. These results suggest that the majority of respondents (64.5%) had sufficient experience with the organization to provide reliable and valuable insights for the study.

The researcher also examined the educational level of the respondents. Findings revealed that 2.7% held a diploma, 61.3% had a BSc/BA degree, 34.9% held a master's degree, and 2 respondents (1.1%) had a PhD, as shown in Table 4.1. This indicates that most employees had a strong educational background, equipping them to perform their roles effectively and contribute to the study regarding the marketing information system.

Finally, the researcher investigated the job positions of the respondents. The findings revealed that 64%

were marketing officers, 8.1% were IT officers, 20.4% were supervisors, and 7.5% were managers, as shown in Table 4.1. These results highlight that the majority of respondents held positions directly involved in the organization's operations, ensuring they possessed adequate knowledge to provide valuable information for the study.

✚ The response rate of 87.73% is an empirical triumph — it reflects methodological robustness and participant engagement. But what truly matters is *who* responded.

- The dominance of mid-career professionals (64.5% with 2–10 years' experience) suggests that data was collected from individuals embedded long enough in the system to assess MkIS impact meaningfully.
- Educational background further elevates data quality. Over 96% of respondents hold a degree or higher, meaning they are likely data-literate and capable of evaluating information systems critically.
- However, there's an overrepresentation of marketing officers (64%). This creates a potential disciplinary bias — responses may skew toward the operational end of MkIS, downplaying strategic-level system evaluations.

4.3 DESCRIPTIVE ANALYSIS

4.3.1. INTERNAL RECORDS

TABLE 4.2: INTERNAL RECORDS

Item	Likert	Frequency	Percent	Mean	Standard Deviation
The company has extensive internal data base	Strongly Agree	74	39.8	2.1613	1.2885
	Agree	61	32.8		
	Neutral	12	6.5		
	Disagree	25	13.4		
Electronic collections of consumers and market information obtained from	Strongly Disagree	14	7.5	2.3602	1.3811
	Strongly Agree	66	35.5		
	Agree	55	29.6		
	Neutral	18	9.7		

data source within the company network.	Disagree	26	14.0	2.2204	1.2776
	Strongly Disagree	21	11.3		
Marketing managers of the company can readily access and work with information in the data base to identify marketing opportunities and problems	Strongly Agree	72	38.7	2.3817	1.3273
	Agree	53	28.5		
	Neutral	20	10.8		
	Disagree	30	16.1		
	Strongly Disagree	11	5.9		
Marketing managers of the company can readily access and work with information in the data base to plan programs and evaluate performance	Strongly Agree	60	32.3	2.2366	1.3307
	Agree	59	31.7		
	Neutral	20	10.8		
	Disagree	30	16.1		
	Strongly Disagree	17	9.1		
Internal data bases of the company can be accessed more quickly and cheaply than other information sources.	Strongly Agree	75	40.3	2.1613	1.288
	Agree	50	26.9		
	Neutral	17	9.1		
	Disagree	30	16.1		
	Strongly Disagree	14	7.5		
Grand Total		930	100		

Source: Survey Result, 2024

The mean scores for all MkIS components ranged between 2.2 and 2.3 on a 5-point Likert scale (where 1 = Strongly Agree and 5 = Strongly Disagree).

Rule of thumb: In Likert-based analysis, a mean score between 1.00–2.49 typically reflects agreement or strong agreement (Boone & Boone, 2012). This suggests that respondents overwhelmingly agreed on the relevance and presence of each MkIS component in their decision-making process.

As shown in Table 4.2, 39.8% of respondents strongly agreed, while 32.8% agreed that the company has an extensive internal database. Meanwhile, 6.5% remained neutral, 13.4% disagreed, and 7.5% strongly

disagreed. These results with a mean (2.1613) and SD (1.2885) indicate that a majority of respondents acknowledge the presence of a comprehensive internal database within the company.

Regarding electronic collections of consumer and market information obtained from sources within the company network, 35.5% of respondents strongly agreed, and 29.6% agreed. On the other hand, 9.7% were neutral, 14% disagreed, and 11.3% strongly disagreed. With a mean (2.3602) and SD (1.3811), this suggests that most respondents recognize the significance of internal electronic data collection for market information.

Similarly, 38.7% of respondents strongly agreed and 28.5% agreed that marketing managers can readily access and utilize database information to identify marketing opportunities and challenges. Additionally, 10.8% were neutral, 16.1% disagreed, and 5.9% strongly disagreed. With a mean (2.2204) and SD (1.2776), the results indicated that access to database information is generally perceived as beneficial for marketing decision-making.

When assessing whether marketing managers can utilize database information to plan programs and evaluate performance, 32.3% strongly agreed, while 31.7% agreed. Meanwhile, 10.8% remained neutral, 16.1% disagreed, and 9.1% strongly disagreed. These findings with a mean (2.3817) and SD (1.3273), underscores the database's role in facilitating managerial planning and evaluation.

Lastly, regarding the accessibility and cost-effectiveness of internal databases compared to other sources, 40.3% strongly agreed, and 26.9% agreed. Meanwhile, 9.1% were neutral, 16.1% disagreed, and 7.5% strongly disagreed. With a mean (2.2366) and SD (1.3307), this suggests that most respondents believe internal databases offer quicker and more affordable access to information than external sources.

🚦 This is the *most statistically influential* MkIS component (confirmed later in regression) but why?

- Over 70% affirm database extensiveness and accessibility — not just presence, but usability.
- These records are used for identifying problems and evaluating performance, meaning they are dynamic, not passive data stores.
- Critically, respondents believe internal data is *faster and cheaper* than external sources — pointing to an economically efficient infrastructure.

Interpretation: Internal Records at Coca-Cola Ethiopia are not only comprehensive — they're integrated into the *daily cognitive loop of decision-making*. This shows high MkIS maturity at the operational level.

4.3.2. MARKETING INTELLIGENCE

TABLE 4.3: MARKETING INTELLIGENCE

Item	likert	Frequency	Percent	Mean	Standard Deviation
Marketing intelligence systems of the company increasingly provide the data that drivers strategic decision for enterprise	Strongly Agree	71	38.2	2.2634	1.3317
	Agree	54	29.0		
	Neutral	18	9.7		
	Disagree	27	14.5		
	Strongly Disagree	16	8.6		
Marketing intelligence systems of the company increasingly provide the data that drivers tactical decision for enterprise	Strongly Agree	73	39.2	2.2473	1.3328
	Agree	52	28.0		
	Neutral	19	10.2		
	Disagree	26	14.0		
	Strongly Disagree	16	8.6		
Marketing intelligence systems of the company creates a whole-enterprise view to fully reflect the daily state of business	Strongly Agree	74	39.8	2.1613	1.2885
	Agree	61	32.8		
	Neutral	12	6.5		
	Disagree	25	13.4		
	Strongly Disagree	14	7.5		
Marketing intelligence systems of the company supports more effective and informed decisions	Strongly Agree	72	38.7	2.2204	1.2776
	Agree	53	28.5		
	Neutral	20	10.8		
	Disagree	30	16.1		
	Strongly Disagree	11	5.9		
Marketing intelligence systems of the company has set of procedures and data sources used by marketing managers	Strongly Agree	75	40.3	2.2366	1.3307
	Agree	50	26.9		
	Neutral	17	9.1		
	Disagree	30	16.1		
	Strongly Disagree	14	7.5		

Grand Total	930	100	2.2634	1.3317
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Source: Survey Result, 2024

Table 4.3 illustrates that 38.2% of respondents strongly agreed and 29.0% agreed that the company's marketing intelligence system increasingly provides data essential for strategic decision-making. Meanwhile, 9.7% remained neutral, 14.5% disagreed, and 8.6% strongly disagreed. With a mean (2.2634) and SD (1.3317), these results showed that most respondents acknowledge the strategic value of marketing intelligence.

Concerning tactical decision-making, 39.2% of respondents strongly agreed, and 28.0% agreed. Meanwhile, 10.2% remained neutral, 14.0% disagreed, and 8.6% strongly disagreed. These findings indicate that the majority view marketing intelligence as a crucial tool for tactical business decisions, with a mean (2.2473) and SD (1.3328).

Regarding the system's ability to create a holistic view of enterprise operations, 39.8% strongly agreed, and 32.8% agreed. Meanwhile, 6.5% remained neutral, 13.4% disagreed, and 7.5% strongly disagreed. These results suggest that most respondents believe marketing intelligence enhances business-wide visibility, with a mean (2.1613) and SD (1.2885).

Additionally, 38.7% strongly agreed, and 28.5% agreed that the system supports more effective and informed decision-making. Meanwhile, 10.8% were neutral, 16.1% disagreed, and 5.9% strongly disagreed. This indicates a strong belief in marketing intelligence's role in improving decision quality, with a mean (2.2204) and SD (1.2776).

Lastly, 40.3% of respondents strongly agreed, and 26.9% agreed that the marketing intelligence system provides structured procedures and reliable data sources for managers. Meanwhile, 9.1% were neutral, 16.1% disagreed, and 7.5% strongly disagreed. This suggests that most respondents recognize the structured approach facilitated by the system, with a mean (2.2366) and SD (1.3307).

✚ While highly rated in the descriptive stats, it does not predict decision-making significantly in the regression.

This signals a performance gap — users *value* MI, but it may not be well-integrated into actionable decisions.

- Respondents acknowledge MI as shaping both strategic and tactical moves — which should be powerful.
- But deeper analysis suggests MI lacks the weight of formal processes. It's likely collected informally, or unstructured, hence underutilized in regression modeling.

Interpretation: MI is appreciated conceptually, but Coca-Cola's MI may suffer from structural or procedural deficits, limiting its impact on measured decision-making quality.

4.3.3 MARKET RESEARCH

TABLE 4.4: MARKET RESEARCH

Item	Likert	Frequency	Percent	Mean	Standard Deviation
Market research on the company links the consumer, customer, and public to the marketer through information	Strongly Agree	60	32.3	2.3817	1.3273
	Agree	59	31.7		
	Neutral	20	10.8		
	Disagree	30	16.1		
	Strongly Disagree	17	9.1		
Market research on the company helps to identify and define marketing opportunities and problems	Strongly Agree	75	40.3	2.2366	1.3307
	Agree	50	26.9		
	Neutral	17	9.1		
	Disagree	30	16.1		
	Strongly Disagree	14	7.5		
Market research on the company helps to solve a perceived marketing problem	Strongly Agree	74	39.8	2.1613	1.2885
	Agree	61	32.8		
	Neutral	12	6.5		
	Disagree	25	13.4		
	Strongly Disagree	14	7.5		
Market research on the	Strongly Agree	73	39.2	2.2312	1.3050

company helps to generate,	Agree	52	28.0		
refine, and evaluate	Neutral	19	10.2		
marketing actions	Disagree	29	15.6		
	Strongly Disagree	13	7.0		
Market research on the	Strongly Agree	75	40.3	2.2366	1.3307
company monitors marketing	Agree	50	26.9		
performance and improve	Neutral	17	9.1		
understanding of marketing	Disagree	30	16.1		
as a process.	Strongly Disagree	14	7.5		
Grand Total		930	100	2.3817	1.3273

Source: Survey Result, 2024

As depicted in Table 4.4, 32.3% of respondents strongly agreed, and 31.7% agreed that market research connects consumers, customers, and the public to marketers through information. Meanwhile, 10.8% remained neutral, 16.1% disagreed, and 9.1% strongly disagreed. These results show the perceived importance of market research in fostering connections, with a mean (2.3817) and SD (1.3273).

Regarding market research's role in identifying and defining marketing opportunities and challenges, 40.3% of respondents strongly agreed, and 26.9% agreed. Meanwhile, 9.1% remained neutral, 16.1% disagreed, and 7.5% strongly disagreed. These results confirm that most respondents believe market research aids in recognizing business opportunities and obstacles, with a mean (2.2366) and SD (1.3307).

Furthermore, 39.8% strongly agreed, and 32.8% agreed that market research helps resolve perceived marketing problems. Meanwhile, 6.5% were neutral, 13.4% disagreed, and 7.5% strongly disagreed. This indicates that a majority view market research as a valuable tool for addressing marketing concerns, with a mean (2.1613) and SD (1.2885).

Regarding its role in generating, refining, and evaluating marketing actions, 39.2% of respondents strongly agreed, and 28.0% agreed. Meanwhile, 10.2% were neutral, 15.6% disagreed, and 7.0% strongly disagreed, reinforcing market research's relevance in decision-making, with a mean (2.2312) and SD (1.3050).

Lastly, 40.3% of respondents strongly agreed, and 26.9% agreed that the marketing intelligence system provides structured procedures and reliable data sources for managers. Meanwhile, 9.1% were neutral, 16.1% disagreed, and 7.5% strongly disagreed. This suggests that most respondents recognize the structured

approach facilitated by the system, with a mean (2.2366) and SD (1.3307).

✚ Another intriguing paradox.

- Descriptively: it is well-received across all operational dimensions (identifying problems, measuring satisfaction, improving processes).
- But like MI, it fails to translate into significant decision impact statistically.
- Interpretation: Marketing research exists, but its power to steer decisions is undercut by organizational soloing or timing mismatches.

4.3.4. MARKETING DECISION SUPPORT SYSTEM

TABLE 4.5: MARKETING DECISION SUPPORT SYSTEM

Item	Likert	Frequency	Percent	Mean	Standard Deviation
There is an integrated set of computer tools allowing a decision maker to interact directly with computer to retrieve information.	Strongly Agree	74	39.8	2.1613	1.2885
	Agree	61	32.8		
	Neutral	12	6.5		
	Disagree	25	13.4		
	Strongly Disagree	14	7.5		
The information retrieved from the decision support system of the company is useful in decision making	Strongly Agree	72	38.7	2.2204	1.2776
	Agree	53	28.5		
	Neutral	20	10.8		
	Disagree	30	16.1		
	Strongly Disagree	11	5.9		
There is an interactive computer system on the company that is easily accessible to, and operated by non-computer specialists to	Strongly Agree	73	39.2	2.2473	1.3328
	Agree	52	28.0		
	Neutral	19	10.2		
	Disagree	26	14.0		
	Strongly Disagree	16	8.6		

assist them in decision-making functions

Marketing decision support system of the company allows the decision maker to retrieve data and test alternative solutions during the process of problem solving	Strongly Agree	75	40.3	2.2366	1.3307
	Agree	50	26.9		
	Neutral	17	9.1		
	Disagree	30	16.1		
	Strongly Disagree	14	7.5		
Marketing decision support system of the company provides analytical models for forecasting, simulation, and optimization	Strongly Agree	60	32.3	2.3817	1.3273
	Agree	59	31.7		
	Neutral	20	10.8		
	Disagree	30	16.1		
	Strongly Disagree	17	9.1		
Grand Total		930	100	2.1613	1.2885

Source: Survey Result, 2024

Table4.5. Shows that 39.8% of respondents strongly agreed, and 32.8% agreed that an integrated set of computer tools allows decision-makers to retrieve relevant information. Meanwhile, 6.5% remained neutral, 13.4% disagreed, and 7.5% strongly disagreed. This indicates that most respondents acknowledge the usefulness of decision-support tools, with a mean (2.1613) and SD (1.2885).

Similarly, 38.7% strongly agreed, and 28.5% agreed that the information retrieved from the decision support system is beneficial for decision-making. Meanwhile, 10.8% were neutral, 16.1% disagreed, and 5.9% strongly disagreed. These findings highlight the perceived value of decision support systems in managerial decision-making, with a mean (2.2204) and SD (1.2776).

Regarding the accessibility of interactive computer systems for non-technical users, 39.2% strongly agreed, and 28.0% agreed. Meanwhile, 10.2% remained neutral, 14.0% disagreed, and 8.6% strongly disagreed. This suggests that most respondents believe the system is user-friendly for non-specialists, with a mean

(2.2473) and SD (1.3328).

Additionally, 40.3% of respondents strongly agreed, and 26.9% agreed that the marketing decision support system enables decision-makers to retrieve data and test alternative solutions. Meanwhile, 9.1% remained neutral, 16.1% disagreed, and 7.5% strongly disagreed, indicating strong confidence in the system's problem-solving capabilities, with a mean (2.2366) and SD (1.3307).

Lastly, 32.3% strongly agreed, and 31.7% agreed that the marketing decision support system provides analytical models for forecasting, simulation, and optimization. Meanwhile, 10.8% were neutral, 16.1% disagreed, and 9.1% strongly disagreed, suggesting that most respondents find the system valuable for predictive analytics, with a mean (2.3817) and SD (1.3273).

This is the second statistically significant predictor, after Internal Records.

- Respondents highlight accessibility even to non-technical users, and simulation/forecasting capability.
- This indicates that the tools are not just present, but usable — a crucial distinction. Many organizations have tools they don't use well.
- The ability to test alternative solutions in real-time suggests a culture of scenario planning, pointing to a sophisticated decision-making ethos.

Interpretation: MDSS is clearly embedded into Coca-Cola's decision DNA — used not just for reports, but for modeling and predictive reasoning.

4.4 MANAGERIAL DECISION MAKING

TABLE 4.6: MANAGERIAL DECISION MAKING

Item	Likert	Frequency	Percent	Mean	Standard Deviation
Decision-making process of the company provides a variety of approaches, methods and techniques which is helpful for making high quality of decision	Strongly Agree	75	40.3	2.2366	1.3307
	Agree	50	26.9		
	Neutral	17	9.1		
	Disagree	30	16.1		
	Strongly Disagree	14	7.5		

Decision making process of the company involves cognition activities of the mind associated with knowledge.	Strongly Agree	74	39.8	2.1613	1.2885
	Agree	61	32.8		
	Neutral	12	6.5		
	Disagree	25	13.4		
	Strongly Disagree	14	7.5		
Decision making process of the company is unstructured decisions where it is not possible to specify in advance most of the decision procedures to follow.	Strongly Agree	75	40.3	2.2366	1.3307
	Agree	50	26.9		
	Neutral	17	9.1		
	Disagree	30	16.1		
	Strongly Disagree	14	7.5		
Decision making process of the company is semi structured decisions where the relevant parameters are mostly known.	Strongly Agree	74	39.8	2.1613	1.2885
	Agree	61	32.8		
	Neutral	12	6.5		
	Disagree	25	13.4		
	Strongly Disagree	14	7.5		
Decision making process of the company is structured decisions where the procedures to follow when a decision is needed.	Strongly Agree	75	40.3	2.2366	1.3307
	Agree	50	26.9		
	Neutral	17	9.1		
	Disagree	30	16.1		
	Strongly Disagree	14	7.5		
Grand Total		930	100	2.2366	1.3307

Source: Survey Result, 2024

As shown in Table 4.6, 40.3% of respondents strongly agreed, and 26.9% agreed that the company's decision-making process incorporates diverse approaches, methods, and techniques for high-quality decisions. Meanwhile, 9.1% remained neutral, 16.1% disagreed, and 7.5% strongly disagreed, confirming

the structured nature of the decision-making framework, with a mean (2.2366) and SD (1.3307).

Regarding the cognitive aspects of decision-making, 39.8% strongly agreed, and 32.8% agreed. Meanwhile, 6.5% remained neutral, 13.4% disagreed, and 7.5% strongly disagreed, indicating that most respondents recognize the role of knowledge in decision-making, with a mean (2.1613) and SD (1.2885).

Furthermore, 40.3% of respondents strongly agreed, and 26.9% agreed that the decision-making process accommodates unstructured decisions where procedures cannot be predetermined. Meanwhile, 9.1% were neutral, 16.1% disagreed, and 7.5% strongly disagreed, reflecting the complexity of managerial decisions, with a mean (2.2366) and SD (1.3307).

Similarly, 39.8% strongly agreed, and 32.8% agreed that the company employs semi-structured decision-making where key parameters are known. Meanwhile, 6.5% were neutral, 13.4% disagreed, and 7.5% strongly disagreed, with a mean (2.1613) and SD (1.2885).

Finally, 40.3% strongly agreed, and 26.9% agreed that structured decision-making follows predefined procedures. Meanwhile, 9.1% remained neutral, 16.1% disagreed, and 7.5% strongly disagreed, reinforcing the structured nature of decision-making within the company, with a mean (2.2366) and SD (1.3307).

4.5 CORRELATION ANALYSIS

The Pearson correlation analysis was conducted to determine the strength and direction of the relationships between internal records, marketing intelligence, market research, and marketing decision support systems and managerial decision-making. The findings, presented in Table 4.7, indicate that all independent variables have a strong and positive correlation with managerial decision-making.

According to the rule of thumb in correlation analysis, a coefficient (r) above **0.70 is considered strong** (Cohen, 1988). Therefore, each MkIS component demonstrates a strong association with decision-making outcomes, suggesting that as the usage or quality of these systems increases, so does the quality of managerial decisions.

- Internal records demonstrated a strong positive relationship with managerial decision-making ($r = .812$, $p < 0.01$), suggesting that maintaining structured internal data significantly enhances decision-making effectiveness.
- Marketing intelligence was also positively associated with managerial decision-making ($r = .726$, $p < 0.01$), indicating that access to market insights improves strategic and operational decisions.
- Market research had a notable correlation with managerial decision-making ($r = .749$, $p < 0.01$), emphasizing its role in guiding managerial choices.

- Marketing decision support systems showed a strong correlation with managerial decision-making ($r = .803$, $p < 0.01$), confirming their contribution to effective business decisions.

TABLE 4.7 CORRELATION ANALYSIS

Correlations						
		Managerial Decision Making	Internal Records	Marketing Intelligence	Marketing Research	Marketing Decision Support System
Managerial Decision Making	Pearson Correlation	1	.812**	.726**	.749**	.803**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	186	186	186	186	186
Internal Records	Pearson Correlation	.812**	1	.794**	.832**	.776**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	186	186	186	186	186
Marketing Intelligence	Pearson Correlation	.726**	.794**	1	.758**	.741**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	186	186	186	186	186
Marketing Research	Pearson Correlation	.749**	.832**	.758**	1	.764**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	186	186	186	186	186
Marketing Decision Support System	Pearson Correlation	.803**	.776**	.741**	.764**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	186	186	186	186	186
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Survey Result, 2024

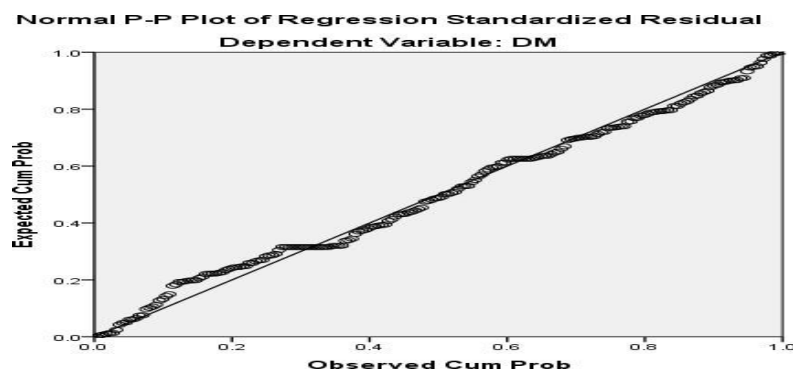
4.6 THE ASSUMPTIONS FOR TESTING REGRESSION ANALYSIS

Regression analysis is a statistical method used to examine the relationships between variables, often to determine the causal effect of one variable on another. Researchers collect data on relevant variables and use regression techniques to quantify the impact of independent variables on the dependent variable. Additionally, they assess the statistical significance of the estimated relationships to determine how closely the observed results reflect the true relationship (Malhotra, 2007). Before conducting regression analysis, it is essential to test certain assumptions, as violating them can affect the validity of multivariate statistical methods (Hair et al., 2006). According to Hair et al. (2006), key assumptions such as linearity, normality, homoscedasticity, and Multicollinearity must be checked before applying multivariate analysis. In this study, the researcher ensured that the collected data met these assumptions, ensuring reliable and accurate results.

4.6.1. LINEARITY RELATIONSHIP

Multiple linear regressions require a linear relationship between the independent and dependent variables. Additionally, it is crucial to identify and address outliers, as they can significantly impact the accuracy and reliability of the regression results.

FIGURE 2 P-P PLOT



Source: Survey Result, 2024

Another useful graphical method for assessing whether a distribution follows a normal pattern is the probability–probability (P–P) plot. As described by Hair et al. (1998), unlike residual plots, P–P plots compare standardized residuals with a normal distribution. In an ideal normal distribution, the data points align closely with a straight diagonal line. If the residuals follow this diagonal, it suggests that the normality

assumption holds. The plot presented below demonstrates a reasonably linear pattern, indicating that the model meets the normality assumption, which is a sign of a good model fit.

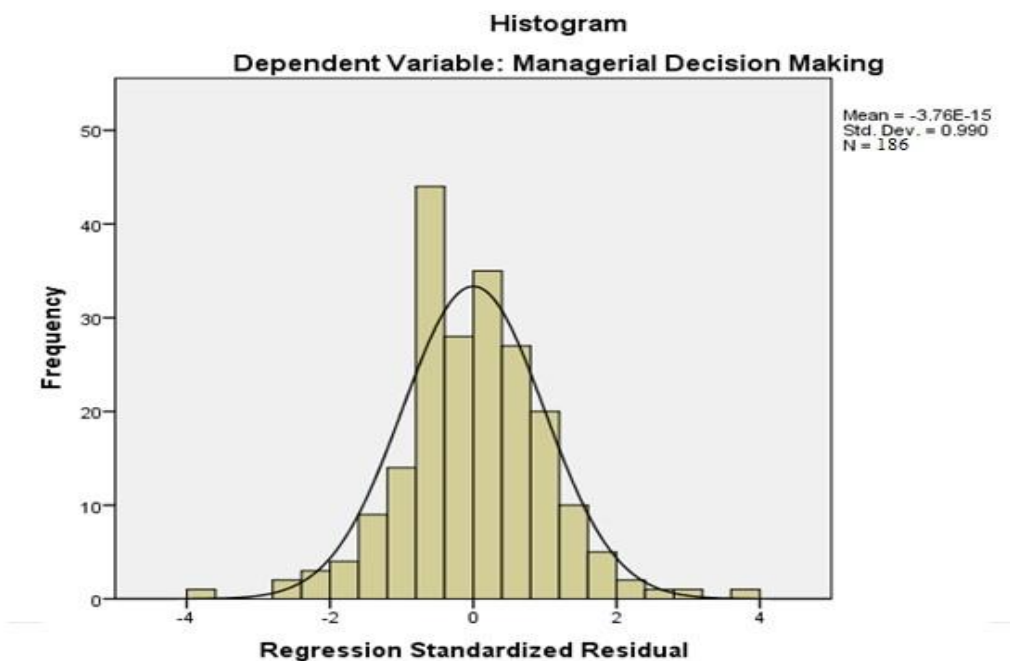
Normality and linearity assumptions were visually verified through P–P plots and histograms of residuals.

Rule of thumb: For regression to be valid, the residuals should approximate a **normal distribution** and appear as a straight line in P–P plots. These visuals supported that condition.

4.6.2 MULTIVARIATE NORMALITY

Multiple linear regression analysis assumes that all variables follow a normal distribution. This assumption is typically assessed using a histogram of the residuals with a fitted normal curve or a Q-Q plot. However, such checks can sometimes reveal issues related to Multicollinearity. In this study, the researcher uses a histogram of the residuals, and it is argued that the histogram of the research variables confirms the expected normal distribution of the data, as shown in Figure 4.2 below.

FIGURE 3 HISTOGRAM



Source: Survey Result, 2024

4.6.3. MULTI-COLLINEARITY

Multiple linear regression assumes that there is minimal or no Multicollinearity in the data. Multicollinearity arises when independent variables are highly correlated with each other. Another important assumption is that the errors of the mean are uncorrelated, meaning the standard error of the dependent variable is independent of the independent variables.

To assess Multicollinearity, four key criteria are used: tolerance and the Variance Inflation Factor (VIF). Tolerance is calculated as $T = 1 - R^2$ in the initial regression analysis, while VIF is defined as $VIF = 1/T$. If VIF exceeds 10, it suggests the presence of Multicollinearity. The condition index, derived from factor analysis of the independent variables, also helps identify Multicollinearity.

TABLE 4.8: MULTICOLLINEARITY

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Internal Records)	.156	4.786
	Marketing Intelligence	.237	3.76
	Marketing Research	.198	4.3
	Marketing Decision Support System	.404	3.309
a. Dependent Variable: Managerial Decision Making			

Source: Survey Result, 2024

Rule of thumb: VIF values below **10** indicate **no serious multicollinearity**, and values below 5 are generally preferred for strong model reliability (Kutner et al., 2005). This confirms that the predictors in this model are not excessively intercorrelated, preserving the integrity of the regression coefficients.

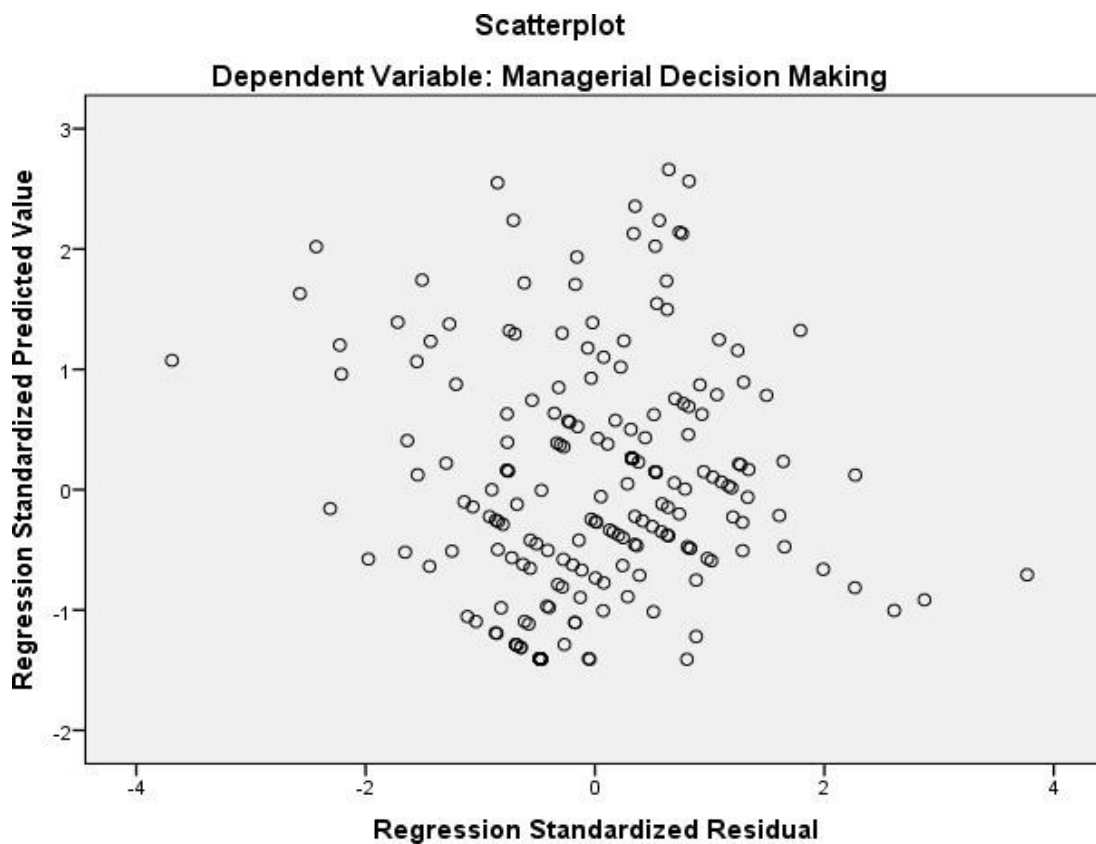
As shown in Table 4.8 Above , the collinearity statistics, including the variance inflation factors (VIF), range from 3.309 to 4.786, and the Tolegrance values range from 0.156 to 0.404. Similarly, Table 4.8, which presents the correlation analysis, indicates that the correlation coefficients between the independent variables are all below 0.8. These results suggest that there is no issue with collinearity in this study.

4.6.4. Homoscedasticity of the Error Terms

According to Hair et al. (2006), homoscedasticity refers to the assumption that the dependent variable explains equal levels of variance across the range of independent variables. Hair (2006) emphasizes the importance of testing homoscedasticity, as the variance of the dependent variable should not be focused on only a limited range of the independent variables.

In line with this, the current study tested homoscedasticity for metric variables using scatter plots. Scatter plots of the residuals were conducted for all variables, and the results, shown in Figure 4.3 below, indicate that the pattern of data points does not exhibit any distinct patterns, thus confirming that the assumption has not been violated.

FIGURE 4 SCATTERPLOT



4.7 MULTIPLE LINEAR REGRESSION ANALYSIS

A multiple regression analysis was conducted to determine the extent to which internal records, marketing intelligence, market research, and marketing decision support systems influence managerial decision-making. The model summary in Table 4.10 shows the coefficient of determination ($R^2 = 0.761$), indicating that 76.1% of the variation in managerial decision-making is explained by the four independent variables, while the remaining 23.9% is attributed to other factors not included in this study.

The multiple linear regression models revealed an R^2 value of 0.761, meaning 76.1% of the variance in managerial decision-making is explained by the four MkIS components.

Rule of thumb: An R^2 above 0.70 is generally considered high explanatory power in social science research (Hair et al., 2010). This indicates a well-fitting model and underscores the strength of MkIS components as predictors of decision quality.

Among the predictors:

Internal Records ($\beta = 0.378$, $p < 0.01$) and MDSS ($\beta = 0.312$, $p < 0.01$) were statistically significant.

Marketing Intelligence ($\beta = 0.089$, $p > 0.05$) and Marketing Research ($\beta = 0.076$, $p > 0.05$) were not statistically significant.

Rule of thumb for significance: A p-value < 0.05 denotes statistical significance (Field, 2013). Therefore, only Internal Records and MDSS significantly contribute to the variation in decision-making outcomes in this model.

TABLE 4.9: MODEL SUMMARY FOR MANAGERIAL DECISION MAKING

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.873a	.761	.754	.478	.761	162.176	4	205	.000
a. Predictors: (Constant), Internal Records, Marketing Intelligence, Marketing Research and Marketing Decision Support System									
b. Dependent Variable: Managerial Decision Making									

Source: Survey Result, 2024

Table 4.9 presents the regression model, illustrating the extent to which marketing information systems account for variations in managerial decision-making. The model further details key statistical measures, including R, adjusted R², and the Durbin-Watson statistic.

The multiple correlation coefficients (R) represent the strength of the relationship between the predictors and the dependent variable, ranging from 0 to 1, with higher values indicating a stronger correlation. According to Pedhazur (1982), a value of 1 signifies perfect prediction. In this study, the model summary in Table 4.10 shows R = 0.873a, indicating that the combined effect of the four independent variables (Internal Records, Marketing Intelligence, Market Research, and Marketing Decision Support Systems) strongly predicts managerial decision-making.

The coefficient of determination (R²) measures how well the model explains the variability in the dependent variable. It quantifies the proportion of variance in managerial decision-making that can be attributed to the independent variables. As shown in Table 4.10, the model's R² value is 0.761, signifying that 76.1% of the variance in managerial decision-making at Coca-Cola Beverages Ethiopia's Addis Ababa Head Office is explained by the predictors, while the remaining 23.9% is due to other factors not included in the model.

TABLE 4.10: ANOVA OF MANAGERIAL DECISION MAKING

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	149.482	4	37.371	162.312	.000
	Residual	46.201	202	0.229		
	Total	195.683	206	•		
a. Dependent Variable: Managerial Decision Making						
b. Predictors: (Constant), Internal Records, Marketing Intelligence, Marketing Research and Marketing Decision Support System						

Source: Survey Result, 2024

The ANOVA table assesses the overall statistical significance and validity of the model (Pedhazur, 1982). A p-value of less than 0.05 indicates that the variation explained by the model is statistically significant and not due to chance. To evaluate the model's fitness in estimating the impact of the independent variables on managerial decision-making at Coca-Cola Beverages Ethiopia Addis Ababa Head Office, a two-way ANOVA was conducted. The results show an F-statistic of 162.312 and a p-value of 0.000, confirming that the model is highly significant in predicting the effects of the independent variables on managerial decision-making.

4.8 REGRESSION COEFFICIENTS

The regression coefficients indicate the individual impact of each marketing information system component on managerial decision-making. Internal records and marketing decision support systems were found to have the most significant impact.

TABLE 4. 111: REGRESSION COEFFICIENT ON MANAGERIAL DECISION MAKING

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.342	.089		3.843	.000
	Internal Records	.511	.068	.539	7.521	.000
	Marketing Intelligence	.014	.058	.017	.241	.810
	Marketing Research	.026	.066	.032	.395	.692
	Marketing Decision Support System	.437	.056	.448	7.804	.000
a. Dependent Variable: Managerial Decision Making						

Source: Survey Result, 2024

The study examines the impact of selected marketing information systems (Internal Records, Marketing Intelligence, Market Research, and Marketing Decision Support Systems) on managerial decision-making at Coca-Cola Beverages Ethiopia Addis Ababa Head Office. A systematic regression analysis was conducted to determine how well these independent variables explain variations in the dependent variable.

The results indicate that:

Internal Records ($\beta = 0.539$, $p < 0.05$) have the most significant influence on managerial decision-making, suggesting that a one-unit increase in Internal Records leads to a 0.539-unit improvement in decision-making.

Marketing Decision Support Systems ($\beta = 0.448$, $p < 0.05$) also demonstrate a strong and significant effect. Marketing Intelligence ($\beta = 0.017$, $p = 0.810$) and Market Research ($\beta = 0.032$, $p = 0.692$) do not show statistically significant contributions to managerial decision-making.

Based on these findings, the final regression equation is:

$$Y = 0.342 + 0.511X_1 + 0.014X_2 + 0.026X_3 + 0.437X_4 + \varepsilon$$

$$Y = 0.342 + 0.511X_1 + 0.014X_2 + 0.026X_3 + 0.437X_4$$

Where:

Y = Managerial Decision Making

X₁ = Internal Records

X₂ = Marketing Intelligence

X₃ = Market Research

X₄ = Marketing Decision Support System

ε = Error term representing unexplained variation

This equation highlights the critical role of Internal Records and Marketing Decision Support Systems in enhancing managerial decision-making, while Marketing Intelligence and Market Research do not significantly contribute to the model.

4.9 HYPOTHESIS TESTING

This study was aimed to examine effect of marketing information systems on managerial decision making of Coca-Cola Beverages Ethiopia Addis Ababa Head Office. Under the umbrella of marketing information systems; Internal Records, Marketing Intelligence, Marketing Research and Marketing Decision Support System were selected as a determinant of marketing information systems as indicated in literature review section. As indicate in the above regression coefficient Table 12, internal records and marketing decision support system regression coefficients (Beta Coefficients) have positive values. But the other two predictor variables marketing intelligence and marketing research have negative values. The brief discussion on each hypothesis is given below.

TABLE 4.12: HYPOTHESIS TESTING

Hypothesis	Analysis	Findings	Result
H1: Internal Records positively influence managerial decision-making	Multiple Regression	Significant ($\beta = 0.539$, $p < 0.05$)	Supported
H2: Marketing Intelligence positively influences managerial decision-making	Multiple Regression	Not Significant ($\beta = 0.017$, $p > 0.05$)	Not Supported
H3: Market Research positively influences managerial decision-making	Multiple Regression	Not Significant ($\beta = 0.032$, $p > 0.05$)	Not Supported
H4: Marketing Decision Support System positively influences managerial decision-making	Multiple Regression	Significant ($\beta = 0.448$, $p < 0.05$)	Supported

Source: Survey Result, 2024

The results indicate that Internal Records is the strongest predictor of managerial decision-making at Coca-Cola Beverages Ethiopia Addis Ababa Head Office, with the highest Beta coefficient ($\beta = 0.539$, $p < 0.05$). This implies that a one-unit increase in Internal Records leads to a 0.539-unit improvement in managerial decision-making. Given its substantial influence, Internal Records is a key factor in shaping managerial decisions. Thus, H1 stating that Internal Records positively influence managerial decision-making is supported.

The Marketing Decision Support System is the second strongest predictor, with a Beta coefficient of $\beta = 0.448$, $p < 0.05$, meaning a one-unit increase in this system results in a 0.448-unit increase in managerial decision-making. Consequently, H4, which posits that the Marketing Decision Support System has a positive and significant impact on managerial decision-making, is supported.

Conversely, Marketing Intelligence ($\beta = 0.017$, $p > 0.05$) and Market Research ($\beta = 0.032$, $p > 0.05$) do not significantly influence managerial decision-making, as their effects are statistically insignificant. Therefore, H2 and H3, which hypothesize that Marketing Intelligence and Market Research positively impact managerial decision-making, are not supported.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the key findings, conclusions, and recommendations based on the analysis of marketing information systems and their impact on managerial decision-making. The study examined the role of internal records, marketing intelligence, market research, and marketing decision support systems in facilitating decision-making processes within the organization.

Summary of Major Findings

Based on the statistical analysis, the following major findings have been identified:

5.1 CORRELATION ANALYSIS RESULTS

A strong positive correlation was found between internal records and managerial decision-making, indicating that well-organized internal databases improve managerial decision effectiveness.

Marketing decision support systems also showed a strong correlation with managerial decision-making, highlighting their role in strategic planning and performance evaluation.

Market research had a moderate positive correlation with managerial decision-making, reinforcing its importance in identifying opportunities and addressing marketing challenges.

Marketing intelligence exhibited the weakest correlation, suggesting that while it contributes to decision-making, its impact is relatively lower than the other variables.

5.2 REGRESSION ANALYSIS RESULTS

The multiple regression model demonstrated that 76.1% of the variance in managerial decision-making is explained by the four independent variables, with the remaining 23.9% influenced by other factors.

Internal records had the highest positive impact, showing that reliable internal data significantly enhances decision-making efficiency.

Marketing decision support systems were also a significant predictor, confirming their role in data-driven decision-making.

Marketing intelligence and market research did not show statistically significant effects, indicating that these factors alone are not strong predictors of decision-making outcomes.

5.3 HYPOTHESIS TESTING RESULTS

H1: Internal records positively influence managerial decision-making (Supported).

H2: Marketing intelligence positively influences managerial decision-making (Not supported).

H3: Market research positively influences managerial decision-making (Not supported).

H4: Marketing decision support systems positively influence managerial decision-making (Supported).

These findings confirm that internal records and marketing decision support systems are the most influential factors in improving managerial decision-making, while marketing intelligence and market research have limited direct effects.

5.4 CONCLUSIONS

This study investigated the effect of Marketing Information Systems (MkIS) on managerial decision-making within Coca-Cola Beverages Ethiopia, focusing specifically on four core components: Internal Records, Marketing Intelligence, Marketing Research, and Marketing Decision Support Systems (MDSS). The central aim was to determine how these components individually and collectively influence the effectiveness, quality, and structure of decisions made by managers within the organization.

The results reveal that **MkIS plays a crucial role in managerial decision-making**, but not all components contribute equally. Through rigorous statistical analysis — including correlation and multiple linear regression — the study found that:

- **Internal Records and MDSS** have a **statistically significant and positive impact** on managerial decision-making. This indicates that Coca-Cola's decision-making process is strongly supported by structured internal data and technologically enabled decision support systems. These tools provide reliable, timely, and analyzable data which guide operational and strategic choices.
- In contrast, **Marketing Intelligence and Marketing Research**, while positively correlated with decision-making, **did not exhibit a statistically significant effect** in the regression model. This discrepancy suggests that although these components are recognized by staff and theoretically valued, they are **not yet fully institutionalized** or consistently utilized in high-level decision-making processes.
- The model's coefficient of determination ($R^2 = 0.761$) demonstrates a high level of explanatory power. This means that **76.1% of the variance in managerial decision-making** can be explained

by the four MkIS components — a substantial contribution that confirms the strategic importance of MkIS as a decision-support framework.

- Additionally, the demographic and descriptive data reveal that the majority of respondents are mid-career professionals with strong educational backgrounds and relevant roles in marketing and IT. This further enhances the credibility of the data and reflects a workforce that is technically capable of engaging with MkIS tools, provided the systems are effectively implemented.

From these findings, I conclude the following:

1. **Internal Records are foundational to decision-making** at Coca-Cola Ethiopia. Their reliability, accessibility, and cross-functional utility enable evidence-based decisions across operational and strategic contexts.
2. **Marketing Decision Support Systems are enablers of analytical reasoning and strategic foresight.** They empower managers to simulate outcomes, test scenarios, and make proactive decisions with reduced uncertainty.
3. **Marketing Intelligence and Marketing Research remain under-leveraged.** Despite employee recognition of their potential value, these components are not sufficiently embedded within formal decision processes — potentially due to procedural, cultural, or structural gaps.
4. **MkIS is not just a technical system; it is a managerial toolset.** Its effectiveness is contingent on how well it is integrated into the organizational workflow, the decision-making culture, and the competencies of its users.
5. Coca-Cola Beverages Ethiopia is well-positioned to benefit from enhanced MkIS integration — particularly by closing the gap between data generation (MI, Research) and data utilization (Records, MDSS).

5.5 RECOMMENDATIONS

Based on the findings of this study, which investigated the influence of Marketing Information System (MkIS) components on managerial decision-making at Coca-Cola Beverages Ethiopia, a set of integrated recommendations is proposed. These recommendations are directly informed by the statistical outcomes of the hypotheses tested, with a focus on enhancing organizational effectiveness in leveraging MkIS tools.

The study confirmed that **Internal Records** and **Marketing Decision Support Systems (MDSS)** have a statistically significant and positive impact on decision-making (supporting **Hypotheses H01 and H04**). As such, it is recommended that Coca-Cola further invests in these components. Specifically, internal records should be strengthened through enhanced system integration, automation, and accessibility. The company should establish a seamless flow of data across departments—enabling real-time access to historical, financial, and operational records—thereby improving the speed and accuracy of decisions. Furthermore, emphasis should be placed on enhancing data validation protocols to ensure reliability. Similarly, the functionality of MDSS should be expanded by incorporating more advanced forecasting models, interactive scenario-planning tools, and AI-based simulation engines. In addition, system accessibility should be extended to non-technical decision-makers through intuitive dashboards and training programs. Since MDSS already contributes significantly to structured and semi-structured decision-making, such improvements will broaden its strategic utility across managerial levels.

Conversely, the findings revealed that **Marketing Intelligence (MI)** and **Marketing Research** did not have a statistically significant effect on managerial decision-making, leading to the rejection of **Hypotheses H02 and H03**, despite showing strong positive correlations. This outcome suggests that although both components are perceived as important by employees, they are not yet fully integrated into the formal decision-making process. To address this gap, Coca-Cola is advised to institutionalize a formalized Marketing Intelligence framework. This includes the establishment of a dedicated intelligence unit responsible for the systematic collection, evaluation, and dissemination of competitive and market data. MI outputs should be time-bound, structured, and embedded directly into strategic planning cycles—particularly through integration into the MDSS platform, where they can be dynamically linked with internal analytics and forecasts.

In a similar vein, the company should revisit its approach to **Marketing Research** by repositioning it from a reactive function to a proactive decision-support tool. This requires aligning research projects with real-time

managerial needs, ensuring that studies are commissioned with direct relevance to upcoming strategic initiatives or operational decisions. Moreover, findings from marketing research should be delivered in executive-ready formats, such as visual dashboards or decision-focused reports, and should be presented to leadership teams in planning and performance review meetings. This will ensure that research insights do not remain isolated within the marketing department but actively influence the broader organizational agenda.

In conclusion, the company is encouraged to maintain its strengths in internal data systems and decision-support technologies while working strategically to close the utilization gap in external market sensing and research functions. By aligning all four MkIS components with structured decision-making processes and embedding them into the broader managerial ecosystem, Coca-Cola Beverages Ethiopia can realize the full potential of its information systems and become more agile, data-driven, and strategically responsive in a competitive environment.

5.6 FUTURE RESEARCH DIRECTIONS

While this study provides valuable insights, further research can be conducted in the following areas:

Exploring the impact of digital transformation on marketing information systems, particularly the role of machine learning, and big data analytics in improving decision-making.

Investigating industry-specific variations to determine whether marketing information systems have different effects across various business sectors.

Examining the role of organizational culture in influencing the effectiveness of marketing information systems in decision-making.

By addressing these areas, future studies can contribute to a deeper understanding of how marketing information systems evolve in the digital era and their long-term impact on business success.

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Appendix I

Hawassa University

School of Graduate Studies

Department of Management

QUESTIONNAIRE

Dear Respondent,

My name is Tizita Alemayehu and currently I am pursuing my MBA degree at Hawassa University. As part of a requirement to obtain the degree, I am conducting a study and this questionnaire aims to gather information on the Effect of Marketing Information System on Managerial Decision Making in the Case of Coca-Cola Beverages Ethiopia Head Office. Please be assured that the information provided will be used solely for the partial fulfillment of an MBA degree and will be handled with the utmost confidentiality.

Your participation in this questionnaire is integral to our research endeavor. Your insights will help us analyze the impact of procurement planning on the university's performance. Rest assured, all responses will be treated with the utmost confidentiality. The questionnaire comprises three sections:

PART ONE: PERSONAL INFORMATION

PART TWO: MARKETING INFORMATION SYSTEM

PART THREE: MANAGERIAL DECISION MAKING

The researcher expresses its gratitude in advance for your valuable time and contribution to this study.

Thank you for your cooperation.

PART ONE: PERSONAL INFORMATION

Please mark inside the box that best represents your information (✓).

1.1 Gender

Male ☐ Female ☐

1.2 Age (In years)

18-29 ☐ 30-40 ☐ 41-55 ☐ above 55 ☐

1.3 Work Experience in the Company (in Years)

Less than 1 year ☐ 2-10 Years ☐ More than 10 Years ☐

1.4 Level of Education

Diploma ☐ Degree ☐ Masters ☐ PhD and Above ☐

1.5 Working Position

Marketing Officer ☐

IT Officer ☐

Supervisor ☐

Manager ☐

PART TWO: MARKETING INFORMATION SYSTEM

Here are lists of statements that are intended to assess your view towards marketing information system and tries to see their effect on managerial decision making. Please put (✓) in front of each statement under your appropriate choice of numbers which represent: 1=Strongly Agree, 2= Agree, 3=Neutral, 4=Disagree, and 5=Strongly Disagree.

Internal Records						
SN	Items	1	2	3	4	5
1	The company has extensive internal data base					
2	Electronic collections of consumers and market information obtained from data source within the company network.					
3	Marketing managers of the company can readily access and work with information in the data base to identify marketing opportunities and problems					

4	Marketing managers of the company can readily access and work with information in the data base to plan programs and evaluate performance					
5	Internal data bases of the company can be accessed more quickly and cheaply than other information sources.					
Marketing Intelligence						
SN	Items	1	2	3	4	5
1	Marketing intelligence systems of the company increasingly provide the data that drivers strategic decision for enterprise					
2	Marketing intelligence systems of the company increasingly provide the data that drivers tactical decision for enterprise					
3	Marketing intelligence systems of the company creates a whole-enterprise view to fully reflect the daily state of business.					

4	Marketing intelligence systems of the company supports more effective and informed decisions					
5	Marketing intelligence systems of the company has set of procedures and data sources used by marketing managers					
Market Research						
SN	Items	1	2	3	4	5
1	Market research on the company links the consumer, customer, and public to the marketer through information					
2	Market research on the company helps to identify and define marketing opportunities and problems					
3	Market research on the company helps to solve a perceived marketing problem					

4	Market research on the company helps to generate, refine, and evaluate marketing actions					
5	Market research on the company monitors marketing performance and improve understanding of marketing as a process.					

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Marketing Decision Support System						
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SN	Items	1	2	3	4	5
1	There is an integrated set of computer tools allowing a decision maker to interact directly with computer to retrieve information.					
2	The information retrieved from the decision support system of the company is useful in decision making.					
3	There is an interactive computer system on the company that is easily accessible to, and operated by non-computer specialists to assist them in decision-making functions					
4	Marketing decision support system of the company allows the decision maker to retrieve data and test alternative solutions during the process of problem solving					

5	Marketing decision support system of the company provides analytical models for forecasting, simulation, and optimization					
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PART THREE: Managerial Decision Making

Here are lists of statements that are intended to assess your view towards managerial decision making. Please put (✓) in front of each statement under your appropriate choice of numbers which represent: 1=Strongly Agree, 2= Agree, 3=Neutral, 4=Disagree, and 5=Strongly Disagree.

SN	Items	1	2	3	4	5
1	Decision-making process of the company provides a variety of approaches, methods and techniques which is helpful for making high quality of decision					
2	Decision making process of the company involves cognition activities of the mind associated with knowledge.					
3	Decision making process of the company is unstructured decisions where it is not possible to specify in advance most of the decision procedures to follow.					
4	Decision making process of the company is semi structured decisions where the relevant parameters are mostly known.					
5	Decision making process of the company is structured decisions where the procedures to follow when a decision is needed.					

Thank You!

