

# Marketing research project essay



**ASSIGN  
BUSTER**

## Tackling the Reasons behind Crystal Sales Volume Decline Marketing

Research Project Report 6/26/2011 Presented to: Dr. Nehal el Naggar Table

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Arma Food Industries has launched a new product into the Egyptian market,

Crystal Ghee, taken from the Oil mother brand Crystal. Tampering on the

already well established brand image and presence of the Crystal brand

name, achieved within the oils category, Arma wished to take this brand

name further and launched a new ghee brand accordingly. In June 2010,

Arma launched two variants to the ghee Crystal brand, one yellow and the

other white. Introduction includes five sizes for each type, 1, 2, 3, 5, 11KG. In

9 months, Crystal achieved a total sales volume of 8. %, putting huge

pressures on the key players (Rawaby at 33% & Ganna at 23%) of the

market. After this successful introduction, and although Arma launched an

aggressive advertising campaign in February 2011, Crystal VG started to

face decline in sales volume. Problem Definition Management problem After a successful introduction of “ Crystal” in the Egyptian ghee market in June 2010 with two variants, yellow & white. A sudden decrease in sales volume has occurred starting from March 2011. The average monthly sales volume decline was 11% Management Questions: If Arma would like to allocate investment to gain sales, where should it be allocated? \* What are the most effective ways to accelerate sales again? To identify the Marketing research problem definition, several steps were taken Steps taken to identify the Market Research Problem Secondary data analysis Objectives: \* Reach a better definition for the problem in hand \* Develop an approach to the problem Sources: \* Retail Audit Tracking research for the VG market from June 2010 till May 2011, including volume shares, & weighted distributions. Usage & Attitude study (Qualitative & Quantitative) held in July 2010 \* Brand & AD evaluation study held in March 2011 \* Brand health tracking research held in March 2011 \* Consumer Confidence tracking research from March 2011 till May 2011 Findings: \* Starting from Jan’11, It was noticed that the Key Size (2 KG) is losing sales volume for 0. 5KG, 1KG, & +10KG (which is sold mainly as loose ghee) \* Crystal 1 KG started to gain sales volume share in favor of Crystal 2KG \* Almost no switching between different Ghee types since Dec’10 All the premium tier brands are facing decline in sales in return for the mid-lower tier Brands \* Distribution level of Crystal VG is 50% lower than that of its key competitors (Rawaby & Ganna) \* Due to decrease in income & Pressures on consumers, They are more aware of managing/decreasing their expenditures, Source: Market Pulse consumer confidence research \* They have started to decide whether to buy cheaper

brands, smaller packs, or to decrease consumption Source: Market Pulse  
consumer confidence research Expert depth interviews

Objectives: \* Explore The impact on sales before than after the revolution in Arma's products in general – Oil and Vegetable Ghee Category – and Crystal vegetable ghee in particular \* The impact on distribution before than after the revolution in general & particularly on Crystal \* Relationship between Sales & Traders “ Retailers and Wholesalers” \* Distribution schedules & frequency \* Any complaints especially after the revolution \* Any incentive programs provided to support brand's sales \*

The change happened in brands' & sizes requested from the traders \* The kinds of info known from the traders about consumers' vegetable ghee preferences and requests Sources: \* Three IDIs were conducted with Sales' & distribution experts on Crystal ghee on the 13th of June, 2011 \* Groups' Description: \* Walid Abdullah; Regional sales manager, Greater Cairo \* Responsible for: \* Logistics: 36 retail van, 12 whole sale fans \* Team: 6 unit distribution managers \* And targeting 12 L. E. million/month \* Mohamed Zakaria; Unit distribution manager for El-Haram Region \* Targeting 2 L.

E. million/month \* Magdy Saeed; Unit distribution manager for Shobra El-Khema Region \* Targeting 2 L. E. million/month Findings: \* Impact on Sales \* In January & February, ghee sales were a bit high as people thought that prices will get higher and began their stocks' phase. After March, sales began declining \* In general, Arma sales' has been declining after the revolution especially that people began to focus more on Ration cards to satisfy their needs of Oil and Ghee \* Decline in Ghee sales was higher than

that of oil \* Crystal ghee sales have declined After revolution the economic conditions have been negatively affected, the sizes purchased continued to decrease \* i. e. the consumer who used to purchase 2KG, went for lower size, searching for something cheaper (much cheaper) \* These changes apply for Crystal ghee as well other competitors such as Rawaby and Gana \*

Consumers continued heading more to purchasing loose ghee \* Different demand requests have been created from consumers for even the 75gr sachet (enough for meal or two) \* These consumers are not really looking for a brand name \* Impact on Distribution Distribution was not really affected except that traders are taking fewer quantities – as mentioned before – as the turnover of the products generally is decreasing, for all ghee sizes \* If the trader noticed that there's a high turnover for a certain size, he stocks it & notify the company's sales' rep. o supply him with more apart from the distribution schedule \* Distribution schedules are planned for every two weeks except for times when the brand has a high turnover & the trader would like to have more \* Schedules after the revolution weren't affected, just smaller quantities were demanded \* Even stocks are kept at the company's side now, traders merely stock anything at their side \*

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 ??? ??? ?????? ?????????? ??????????? ?????? ?????? ?????????? ????? ” \* Mainly because of the fear of sudden price increases & hence bearing loses

“?? ?????????? ?????? ?????? ?????? ?????? ” \* Regarding the distribution to the wholesalers, sales' reps must go and check the inventories of wholesalers themselves to identify the missing or lacking products and offer them to the wholesaler at once, thus knowing also my space vs. ompetitors in this store.  
 \* Unlike; the retailers, sales' rep just check their shelves \* Furthermore;

every 3 months, Arma updates its distribution networks to adapt to any market changes \* Ex. : when a retailer changes his activities to selling different products, distribution routes have to be changed \* Relationship with Traders For Crystal ghee, wholesalers account for 60% of the sales \* When comes to Incentive programs with traders, Arma (Crystal) doesn't offer any and mainly depend on its relationships & verbal deals with the traders \* Not enough as they're struggling to match Savola's – main competitor – high credibility & incentive programs like “ Nady Mazaya” on the traders' side \* One of “ Savola's Nady Mazaya” characteristics is compensating traders if Savola decided to lower prices of its products \* Managing the negative impact of revolution Other brands began to offer extra grams on the 1Kg or 2kg packs \* By launching these kinds of offers, companies push for more shelf space from the traders and fill their stocks to minimize the impact of competitors especially when approaching Ramadan \* Though price increases is a better deal when approaching Ramadan but due to this revolution impact, these kinds of offers will continue till the end of this month \* Extra Notes \* When Crystal was first launched, it made a boom; “?????? ???? ???? ???? ??? , it was very successful as traders were relieved that another company will somehow free them from Savola's high pressure (Which offered low profit margins for instance) \* After the revolution, wholesalers started to log on internet and check the Egyptian stock & economic circumstances and see for himself if he's doing good or not \* If prices will go up, then he stocks more of it and vice versa

Market Research Problem Definition Define the key factors that marketing team should focus on to grow Crystal volume sales through: \* Determining the key drivers behind purchase decision Evaluate different Investment alternatives: \*

Testing the concept of introducing a new convenient pack \* Evaluating the current distribution level \* Evaluating the Ads attractiveness of Crystal versus competition Research Objectives \* Measure the effect of the independent variables on the dependent variable \* Test whether there are external factors affected the purchase decision after the revolution \* Test whether to introduce new size for Crystal ghee or not \* Evaluate the current distribution level \* Evaluate Ads Recall & likeliness

### Theoretical Framework (Defining the Dependent & Independent Variables)

Based on U&A study held in July 2010, the dependent & independent variables are as follows: Independent Variables| | Dependent Variable| Price| | Purchase Decision| Pack size| | | Availability in markets| | | Ghee taste| | | Ghee odor| | | Ghee Tarmila| | | Ghee Colour| | | Ads attractiveness| | | Easy open Pack| | | Promotions & Offers| | | Research Design \* Descriptive Research, using a structured quantitative questionnaire with the following flow:

### Research Methodology Data Collection Sources & Tools \* Tools: \*

Quantitative methods, mainly face to face & telephone interviews via structured questionnaires \* Source: \* with Vegetable ghee consumers \*

Fieldwork took place in June 2011 Population & Sampling \* Population: \* The average total KGs sold per month is 20 million KG \* Population Geographical distribution: Region| | Cairo| 30%| Alex| 10%| Delta| 35%| Upper Egypt| 25%| \* Population Social Economic class distribution: SEC| | AB| 15%| C1| 25%| C2| 25%| DE| 35%| Sample: \* Study was conducted with a sample of 38

Respondents \* Sample limitations: \* Due to limited timeframe & difficulties of access to respondents, This research doesn't reflect the real vegetable ghee

consumer profile in terms of social economic class & geographical distribution \* Respondent profile: \* Females head of household, responsible for cooking in their household & for buying vegetable ghee products \* Married, with at least 1 kid, \* Age range (25 – 60) Y. O \* Brand decision makers for vegetable ghee purchase Regular users of vegetable ghee products (Past 3 months usage) \* Geographical Distribution: \* Greater Cairo Data Analysis Brand/SKU usage: \* Crystal 2Kg is by far the most used SKU Drivers affecting the VG purchases: \* The most important driver is the taste of the VG \* The least important one is attractive ads Mean| 4. 3| 4. 1| 3. 8| 4. 5| 4. 4| 4. 0| 3. 9| 2. 6| 3. 1| 4. 3| 1: Doesn't affect my decision at all, 5: Definitely affects my decision n= 38 St. Deviation + Average = 86. 7% (To see the drivers with significant effect upon VG purchases)

Purchase Habits after the revolution \* 26% changed their purchase habits after the revolution by mainly purchasing another brand of lower price (40%), because of the negative effect on the families economic conditions n= 10 n= 38 Brands' Availability in the market & buyers' reactions \* 18% of respondents didn't find their MOU brand in the past 3 months \* 43% of those got their brand from somewhere else \* 86% of respondents who didn't find their MOU brand available in market are Crystal users n= 7 n= 38 Recall & Evaluation of VG brands' Advertisements Crystal Ads are the most memorable & attractive, followed by Rawaby & Amira Ads' Evaluation (Viewed in the P3M) n= 38 Brand Ads' Recall 1: Not Attractive at all, 5: very Attractive 3. 3 3. 3 3. 0 3. 7 The Crystal 0. 5 Kg introduction \* More than 60% of Respondents seem to like the idea of the 500 Kg from Crystal, with almost half of respondents ready to purchase it n= 38 Mean Score| 3. 8| 3. 4|



Purchase Intent 1: Definitely won't buy, 5: Definitely will buy Overall Likeness 1: Don't like at all, 5: Definitely Like Conclusion \* Crystal sales' began to decline due to; Consumers heading more to smaller sizes of the same brand & shifting to other cheaper brands – smaller or larger economic packs – \* Instability of economic conditions for consumers, thus saving more and managing to spend less on purchases \* Accordingly; traders are requesting less quantities from the large sizes and demanding more of the small sizes \* The most important factors in consumers' purchase decisions (Dependent) are Ghee taste (Independent) followed by Ghee odor & suitability of price \* The concept of Crystal 500 gm is appealing to consumers with almost half of them willing to purchase it \* Crystal ad is the highly recalled one, followed by Rawaby & Amira Recommendations \* Launching Crystal the 500 gm will be a very appealing concept that \* adapts to consumers' market needs & economic conditions at the moment \* Increase the trial rate \* Capitalizing on the high recalled Crystal ads to communicate the most important purchase drivers for the consumers – Ghee Taste – \* Crystal should enhance the distribution level in order not to lose potential consumers Appendix I: Expert IDI – discussion guide line Vegetable Ghee Category ... IDI – 60 min

Business Issue / Management Problem \* Crystal Ghee Brand is facing a decrease in its sales in-terms of Volume and Value Key Objective \* For Crystal Ghee Brand, identify & understand experts' sales and distribution experience especially after the Egyptian Revolution \* Identify real gaps and problems towards decreased sales IDI Description \* Three IDIs were conducted with Sales' experts on Crystal ghee on the 13th of June, 2011 \* Groups' Description \* Walid Abdullah; Regional sales manager, Greater Cairo

\* Responsible for: \* Logistics: 36 retail van, 12 whole sale fans \* Team: 6 unit distribution managers \* And targeting 12 L. E. million/month Mohamed Zakaria; Unit distribution manager for El-Haram Region \* Magdy Saeed; Unit distribution manager for Shobra El-Khema Region \* Each Targeting 2 L. E. million/month \* Groups' Objectives \* Conducting Sales' experts IDIs were part of the definition exploratory phase that helped us to explore: \* The impact on sales before than after the revolution in Arma's products in general – Oil and Vegetable Ghee Category – and Crystal vegetable ghee in particular \* The impact on distribution before than after the revolution in general & particularly on Crystal \* Relationship between Sales & Traders “Retailers and Wholesalers” \* Distribution schedules & frequency Any complaints especially after the revolution \* Any incentive programs provided to support brand's sales \* The change happened in brands' & sizes requested from the traders \* The kinds of info known from the traders about consumers' vegetable ghee preferences and requests \* Crystal vs. Competitors

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- ii. ?? ??? ?????????? ???? ??? ?????????? ?????? ?????????? ???
- (????? ?????????? ??? ???? ?????????? iii. ???? ???? ??? ?? ?????????? ???
- iv. ???? ???? ?????????? ???? ???? ???? ?????????? ?????????? \*
- \* ?????? ?????????? ?????????? ???? ?????????? ?????????? ?????? ?????????? ?????? ?? ???? ??
- ?? v. ?????????? ??? ??? ?? ??? ?? ?? ?? ??????
- vi. ?? ??? ?????????? ???? ??? ?? ?? ?????????? ?????? ?????????? ???
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viii. ????? ?????? ??????? ???? ?????? ????? ??????? ????? ?????? ??????

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i. ?? ??? ??????? ??? ?? ??? ??? ????????

ii. ?? ????? ??????? ?? ?????? ??? ?????? ??? ??????? ????? ?? 3 ????? ?????? ?????? ?????

iii. ??? ??????? ??????? ?? ?????? ?????? ??????? ?????? iv. ?? ??? ?? ?????? ??????

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v. ?? ??? ??????? ?? ??????? ??? ?? ?????? ?????? ??? ??? ?? ??????? ??????

vi. ?? ??????? ?? ?????? ??? ?? ?? ?????? ?? ?????? ?????? \* \* \* \* \*

\* \* \* \* \* Appendix II: Quantitative research questionnaire ?????? ????????

I- Usage Habits 1. If we talked about vegetable ghee brands, which brand/s of these, have you consumed within the last year?

1. ?? ??????? ?? ?????? ?????? ??????? ??????? ??? ?? ?????? ?????? ????? ???

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2. Which brands of these did you consume within the last 3 months?

2. ??? ?? ??????? ??? ?????? ??????? ?????? ?? ?????? ?????? ??????

(???? ?? ??????? ) ? ?????? ??????? ?? ????? 2. Which brands of these did you consume within the last 3 months?



Ghee| 28| 28| 28| 99| ???? (..... )| | 99| 99| 99| 99| ???? (..... )| | 99| 99| 99| ????? ?????? II- Purchase Habits 4. From where do you usually purchase your Ghee brands? 4. ?????? ???? ?????? ?????? ?????? (????? ?????? ) 1| ?????? ?????? | 2| ?????? ?????? | 3| ?????? | 99| ???? (..... )| 5. Within the last 3 months, did you go to your usual place of purchase and didn't find your most often used brand? 5. ?? ??? ?? ?????? ?? ?? ????? ?? 3 ????? ????? ?????? ?????? ?????? ?????? ?? ?????? ?????? ?????? ?????? | ?? (???? ??????) | 2| ?? (???? ??? ? 7)| 6. What did you do when you didn't find it at your usual place? 6. ????? ?????? ??? ??? ?????? ?? ?????? ?????? (???? ?????? ) ?????? : ?? ????? ?? ?????? 1| ??? ?????? ?????? (???? ?????? ..... )| 2| ??? ??? ?????? ?? ?????? ?????? | 3| ??? ??? ?????? ?? ?????? ?????? (?????????) | 4| ??? ??? ??? (???? ?????? ..... )| 5| ?????? ??? ???? | 99| ???? (..... )| 7. Comparing before vs. after the revolution, did your Purchase behavior & habits change? 7. ????? ?? ????? ?????? ?????? ?????? ?????? ??? ?????? ?? ??? ?????? 1| ??? (???? ??????) | 2| ?? (???? ??? ? 10)| 8. How were they changed? 8. ????? ????? ?????? ?????? ?????? ??? (????? ?????? ) ?????? : ?? ????? ?? ?????? 1| ????? ?????? ?????? ?????? (???? ?????? ..... )| 2| ????? ?????? ??? ?????? ?? ?????? ?????? | 3| ????? ?????? ??? ?????? ?? ?????? ?????? (?????????) | 4| ????? ?????? ?????? ?????? ??? ?????? (???? ??????..... )| 99| ???? (..... )| 99| ???? (..... )| 9. What made you change them? 9. ????? ????? ??? ????? ?????? ?????? ??????

(????? ????? ) ????? : ?? ???? ?? ???????

1| ?????? ?????????? ?????? ?????? ?????? ??? ?????? | 2| ?????? ?????? ???? ???? ?

| 23| ?????? ?????? ?????????? ???? ?????????? ?????? ?? ?????? ?????? | 99| ???? ?

(..... )| 99| ???? ?

(..... )| 10. Now I'll tell you some

statements and I want you to tell me, to what extent these statements

influence your purchase decision to the vegetable ghee on the scale from 1

to 5: 1 means doesn't influence at all till 5 pretty much influence it

10. ???? ?????? ?????? ???? ?? ?????????? ??? ?? ??? ?????? ??? ?????? ?????? ??????

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5 ?????? ??? ?????? ?????? ?????? ??? ?????? | ?? ?????? ???? | ?? ?????? | ?????? ??? ??

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5| ?????? ???? ?????? ?????????? | 1| 2| 3| 4| 5| ?????? ?????? ?? ?????????? | 1| 2| 3| 4|

5| ??? ?????? ?? ?????? | 1| 2| 3| 4| 5| ?????? ?????? ?? ?????? | 1| 2| 3| 4| 5| ??????

????????? | 1| 2| 3| 4| 5| ??? ?????? | 1| 2| 3| 4| 5| ?????????? ???? ?????????? | 1| 2| 3|

4| 5| ?????? ???? ???? ?????? | 1| 2| 3| 4| 5| ?????? ?????????? | 1| 2| 3| 4|

5| ?????? ???? ???? ???? III. Crystal 500 gm Concept Introduction 11.

If I told you that Crystal has launched a new size of 500 gm, to what extent

do you like this concept on a scale from 1 to 5, 1 means don't like it all till 5

like it very much 11. ?? ??? ?????? ?? ?????????? ???? ??? ?? ?????? ?????? ??? ?? ???

????????? ?? ?????? ?????? ?????? ?? 1 ??? 5: 1 ?????????? ???? ??? 5 ?????? ??? 1| 2|

3| 4| 5| ?????????? ???? | ?????????? | ?????? ??? ?? ?? | ?????? | ?????? ??? | 12. To

what extent are you willing to purchase this new size of Crystal on a scale

from 1 to 5, 1 means will not purchase it at all till 5 definitely will purchase

12. ???? ?? ??? ?????? ?????? ?????? ?????? ?? ?? ?????????? ?????? ?? 1 ??? 5:

1 ?????? ?? ?????? ?????? 2 ?? ?????? 3 ?????? ?????? 4 ?????? ??? 5 ?????? ?????? 1| 2| 3| 4| 5| ?? ?????? ?????? | ?? ?????? | ?????? ?????? | ?????? | ?????? ?????? | IV.

Advertisements of Vegetable Ghee Brands ???????? ???????? ???????? ???????? 13.

From the ghee brands you've mentioned before, which brands have you seen its ads within the last 3 months?

13. ?????? ??? ?? ?????????? ?????? ??? ??? ???????? ???????? ?????????? ?????? ?? 3 ?????? ?????? ???????? (?? ?????? ?? ?????????? ) ? ??? ?????????? ?? ?????? 1 ?????? A (??????? ???????? ?? ???????? ) ?????? 1: | ?????????? ?????????? ?????????? | | A????????? ?????????? ?????? 3 ?????? ?????? ???????? (??????? ???????? ?? ???????? )| 1| ?????????? | Crystal| 1| 2| ?????? | Rawaby| 2| 3| ??? | Gana| 3| 4| ??? ?????????? | Kout El-Kelob| 4| 5| ?????????? | El-Hanem| 5| 6| ?????????? | El-Nakhleteen| 6| 7| ?????? | Amira| 7| 8| ??? ?????????? | Shams El-Shemous| 8| 9| ??? ???????? Bent El-Balad| 9| 10| ?????????? | El-Taza| 10| 11| ?????? | El-Hana| 11| 12| ?????? | Hayat| 12| 99| ?????? (..... (| | 99| 99| ?????? (..... (| | 99| ?????????? : ??? ??? ?????????? ?????????? ?????????? (????????? ?????? ??? ? 14? ?????? ?????? ??? ? 15? ?????? ?????? ??? ?

16 ?? ???????? ?????? ??? ? 17) 14. To what extent Crystal's ad attracts & encourages you to purchase it on a scale from 1 to 5: 1 means doesn't attract me at all till 5 attracts me so much 14. ??? ?? ??? ?????????? ?????? ?????????? ???????? ?????????? ??? ?????? ?????????? ??? ?????? ?? 1 ??? 5: 1 ?????????? ?? ?????????? ??????

2 ?? ?????????? 3 ?????????? ??? ?? ?? ? 4 ?????????? ??? 5 ?????????? ??? 1| 2| 3| 4|

5| ?? ?????????? ?????? | ?? ?????????? | ?????????? ??? ?? ?? ? | ?????????? | ?????????? ??? | 15. To what extent Helwa's ad attracts & encourages you to purchase it on a scale from 1 to 5: 1 means doesn't attract me at all till 5 attracts me so much

15. ??? ?? ??? ?????????? ?????? ?????? ???????? ?????????? ??? ?????? ?????????? ??? ?????? ??

1 ??? 5: 1 ?????????? ?? ?????????? ???????? 2 ?? ?????????? 3 ?????????? ??? ?? ?? ? 4 ?????????? ???

5 ?????? ??? 1| 2| 3| 4| 5| ?? ?????? ???? | ?? ?????? | ?????? ??? ?? ?? | ??????  
| ?????? ??? | 16. To what extent Amira's ad attracts & encourages you to

purchase it on a scale from 1 to 5: 1 means doesn't attract me at all till 5  
attracts me so much

16. ??? ?? ??? ??????? ???? ?????? ?????? ?????? ??? ?????? ??????? ??? ?????? ??

1 ??? 5: 1 ?????? ?? ?????? ?????? 2 ?? ??????? 3 ?????? ??? ?? ?? ? 4 ?????? ???

5 ?????? ??? 1| 2| 3| 4| 5| ?? ?????? ???? | ?? ?????? | ?????? ??? ?? ?? | ??????  
| ?????? ??? | 17. To what extent Rawaby's ad attracts & encourages you to

purchase it on a scale from 1 to 5: 1 means doesn't attract me at all till 5  
attracts me so much

17. ??? ?? ??? ??????? ???? ?????? ?????? ?????? ??? ?????? ??????? ??? ?????? ??

1 ??? 5: 1 ?????? ?? ?????? ?????? 2 ?? ??????? 3 ?????? ??? ?? ?? ? 4 ?????? ???

5 ?????? ??? 1| 2| 3| 4| 5| ?? ?????? ???? | ?? ?????? | ?????? ??? ?? ?? | ??????  
| ?????? ??? |