ADDIS ABABA UNIVERSITY

COLLEGE OF SOCIAL SCIENCES, ARTS AND HUMANITIES

SCHOOL OF MEDIA AND COMMUNICATION

ASSESSMENT OF MARKET PENETRATION COMMUNICATION STRATEGIES FOR ELECTRIC VEHICLES ASSEMBLED IN ETHIOPIA: THE CASE OF BELAYNEH KINDIE GROUP ELECTRIC VEHICLE ASSEMBLY PLANT

BY

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A thesis submitted to School of Media and Communication in partial fulfillment of Degree of Master of Arts in Public Relations and Strategic Communications

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Declaration

I, Goshu Melisew hereby declare that this thesis entitled **"**ASSESSMENT OF MARKET PENETRATION COMMUNICATION STRATEGIES FOR ELECTRIC VEHICLES ASSEMBLED IN ETHIOPIA: THE CASE OF BELAYNEH KINDIE GROUP ELECTRIC VEHICLE ASSEMBLY PLANT is my original work and has not been submitted for any academic award or degree at any university.

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This is to certify that the thesis prepared by Goshu Melisew, entitled: **"**ASSESSMENT OF MARKET PENETRATION COMMUNICATION STRATEGIES FOR ELECTRIC VEHICLES ASSEMBLED IN ETHIOPIA: THE CASE OF BELAYNEH KINDIE GROUP ELECTRIC VEHICLE ASSEMBLY PLANT: A Case Study, and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communications, complies with the regulations of the university.

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Abstract

This study assesses the market penetration communication strategies employed by Belayneh Kindie Group (BKG) Metal Engineering Complex Assembly Plant; a domestic electric vehicle (EV) assembler, to enhance its market presence by promoting locally assembled EVs within Ethiopia's emerging electric mobility sector. The research is motivated by Ethiopia's push toward green transportation, supported by favourable policies and the country's abundant renewable energy resources. Despite Ethiopia's policy incentives, including tax exemptions for local EV production, BKG faces significant challenges in driving consumer adoption, characterized by low awareness, infrastructural gaps, and high cost. Using a mixed-methods approach, the study combined quantitative data from structured questionnaires (n=102) and qualitative insights from interviews with key stakeholders, including company officials, marketing experts, and government representatives. The research explored consumer awareness levels, perceptions, and the effectiveness of BKG's communication tools and channels. Findings reveal that 71.6% of respondents possess only partial EV awareness, with social media (45.1%) and TV/radio (26.5%) serving as primary information sources, yet 76% report no engagement with BKG's digital campaigns. Main obstacles include high prices (43.9%), charging infrastructure gaps (20.9%), and concerns about battery life. While 86% of respondents view EVs as Ethiopia's transportation future, fragmented messaging and underutilized policy incentives hinder progress. Findings reveal that the need for integrated strategies: targeted digital campaigns leveraging influencers localized educational initiatives, and transparent cost-benefit communication. Policy recommendations emphasize expanding charging infrastructure through public-private partnerships and formalizing tax incentives. Theoretically, the study advances the "Diffusion of Innovations and Strategic Communication" frameworks in emerging markets, while practically offering a roadmap for BKG and policymakers to align communication, infrastructure, and affordability strategies, fostering Ethiopia's transition to sustainable mobility.

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List of Acronyms

BKG	Belayneh Kindie Group
BKMEC	Belayneh Kindie Metal Engineering Complex
CRGE	Climate Resilient Green Economy
EEA	Ethiopian Energy Authority
EIC	Ethiopian Investment Commission
EV	Electric Vehicle
FOCAC	Forum on China–Africa Cooperation
IEA	International Energy Agency
IMC	Integrated Marketing Communication
MEFCC	Ministry of Environment, Forest and Climate Change
MOTL	Ministry of Transport and Logistics
SPSS	Statistical Package for the Social Sciences
IEA	International Energy Agency

Chapter 1: Introduction

This chapter provides the foundational context for the study by outlining the global and national trends driving the adoption of electric vehicles (EVs), with a focus on Ethiopia. It introduces the challenges and opportunities in Ethiopia's EV sector, culminating in the case study of Belayneh Kindie Group (BKG), a key player in local EV assembly. The chapter sets the stage for understanding the research problem, objectives, and significance of the study, which will be elaborated in subsequent sections.

1.1 Background of the Study

The global shift towards renewable energy and environmentally friendly technologies has heightened interest in electric vehicles as a key solution to reduce carbon emissions and dependency on fossil fuels (International Energy Agency, 2023). Ethiopia, like many developing nations, faces challenges in transitioning toward sustainable transportation systems. The growing demand for mobility, coupled with rising fuel prices and air pollution, necessitates a shift towards electric vehicles (World Bank, 2022).

Ethiopia's industrial development goals prioritize sustainable transportation, particularly through local electric vehicle (EV) assembly, to reduce fuel imports and advance climate resilience (Ten-Year Development Plan 2021-2030). National initiatives like the Green Legacy (2022) and renewable energy investments create enabling conditions for EV adoption. Despite government incentives and Belayneh Kindie Group's (BKG) partnership with Golden Dragon to assemble electric minibuses (FOCAC, 2024), with critical gaps persist: Unsatisfactory EV penetration due to low consumer awareness (Ethiopian Investment Commission, 2023), infrastructure deficits (charging stations) and market dominance of imported gasoline vehicles.

Ethiopia, with its commitment to environmental sustainability and renewable energy through initiatives like the Green Legacy initiative, has shown interest in electric vehicles (Ministry of Environment, Forest and Climate Change /MEFCC, 2021). However, the market penetration of Electric Vehicles in Ethiopia is still developing, facing multiple challenges such as low consumer awareness, limited charging infrastructure, and inadequate communication strategies (Tesfaye & Gebrehiwot, 2023).

Ethiopia has been actively encouraging local assembly of electric vehicles to reduce reliance on imports and promote domestic manufacturing (EIC, 2022).

The case company, Belayneh Kindie Group (BKG), through its subsidiary Belayneh Kindie Metal Engineering Complex (BKMEC), is one of Ethiopia's local companies engaged in assembling minibuses, mid-buses, trucks, and automobiles, as well as manufacturing trailers and vehicle bodies (Belayneh Kindie Metal Engineering Complex /BKMEC, 2023). The company operates at two manufacturing sites.

The assembly company began operations in 2019 as a subsidiary of Belayneh Kindie Group. BKG operates car assembling businesses in the Amhara and Oromia regions of Ethiopia (BKMEC, 2023).

The Electric Vehicle assembling plant of BKG is situated within Sheger City, Gelan Town of the Oromia National Regional government , about 30 km away from the capital Addis Ababa. The complex spans 37,000 square meters and began operations in 2019 with an investment of ETB 2.5 billion. The company assembles close to 700 electric cars per year (BKMEC, 2023).

For instance Belayneh Kindie Metal Engineering complex assembled 2016 electric minibuses in partnership with China's Golden Dragon, with about 50% already distributed to transport service providers and government institutions (source: FOCAC, 2024)

One of the major push for electric vehicles is to save foreign currency spent on fuel imports. In 2023 alone, Ethiopia spent around $6billion on fuel imports, more than half of which was for vehicles. The government expects a significant reduction in fuel imports cots by transition to electric mobility, as the country can power Electric Vehicles using domestic renewable energy like hydroelectric (Source: Le Monde: 2024)

To accelerate EV adoption and local production, the Ethiopian government offers the following customs duties: 0% for fully locally assembled EVs, 5% for semi-knocked down units, and for 15% fully built imported EVs (Source: EIC, 2024). This structure incentivizes local manufacturing and makes domestically assembled EVs more competitive.

Market penetration, as theorized by Porter (2008), is not merely a static metric but a strategic indicator of competitive stand. It indicates how effectively a business influences its operational and marketing capabilities to dominate a predefined market segment.

In the context of electric vehicles in Ethiopia, market penetration is crucial as it reflects the degree to which Belayneh Kinde Group (BKG) Electric Vehicles can effectively reach and influence potential consumers. A successful market penetration strategy involves increasing sales, enhancing brand recognition, and fostering consumer acceptance within the target demography.

One of the key challenges in Ethiopia's electric vehicle sector is the effective communication of the benefits and viability of Electric Vehicles to the public and key stakeholders. Numerous studies indicate that the adoption of Electric Vehicles can cut greenhouse gas emissions by up to 50%, particularly when supported by renewable energy (International Energy Agency, 2022). In countries like Norway and China, successful market penetration has been achieved through government policies, public awareness campaigns, and robust charging infrastructure (Li et al., 2020).

In developing countries such as Ethiopia, Electric Vehicles adoption is hindered by low consumer awareness, insufficient infrastructure, and poorly developed communication strategies. From a theoretical perspective, the "Diffusion of Innovations Theory" (Rogers, 1962) provides a framework for understanding how new technologies, such as EVs are adopted within a society. Rogers' Diffusion of Innovations framework (2003) argues that the success of an innovation in gaining traction relies on five critical attributes which are Perceived Value, Cultural Alignment, Ease of Adoption, Risk Mitigation and Tangible Outcomes.

In the context of electric vehicles in Ethiopia, strategic communication theory (Hallahan et al., 2007) provides a practical framework for understanding and guiding market penetration efforts. This theory underscores the critical role of crafting messages that align closely with the needs, values, and behavioral patterns of specific audiences (Grunig & Hunt, 1984). For Belayneh Kindie Group (BKG), applying strategic communication involves designing messages that

address key consumer concerns such as affordability, perceptions of reliability, and the limitations of existing infrastructure (Rogers, 2003; World Bank, 2022).

While strategic communication theory has demonstrated its effectiveness in established markets, its application in emerging markets like Ethiopia presents unique challenges and opportunities. This study aims to explore how these communication strategies can be adapted to overcome barriers to consumer acceptance and increase market penetration in Ethiopia, where familiarity with Electric Vehicles is limited. This exploration contributes to the theoretical understanding of strategic communication in emerging contexts and provides practical insights for companies seeking sustainable growth in similar markets.

1.2 Statement of the Problem

Despite efforts exerted by the Belayneh Kinde Group (BKG) to locally assemble and sell electric vehicles (EVs), market penetration communication strategy in Ethiopia remains significantly low. Although BKG has introduced electric minibuses in collaboration with foreign partners, consumer uptake of such vehicles has remained low. This indicates a gap between supply-side initiatives and actual market demand, which is symptomatic of the insufficiency of existing communication efforts towards EV uptake (BKMEC Annual Report, 2023).

Electric vehicles are a novelty in Ethiopia, and the vast majority of prospective consumers are as yet unaware of their benefits. Infrastructure constraints, expense considerations, cultural preference towards gasoline-powered automobiles, and a general suspicion towards new technology continue to discourage acceptance. These are compounded by scant strategic communication endeavors that fail to effectively educate, shape, and persuade target groups.

Effective and preferable marketing communication is required to increase consumer awareness, and create positive attitudes towards EVs. However, BKG's current marketing approach has not been formally evaluated. There is not much empirical information available on whether the company's messages, media channels, promotion methods, or consumer engagement initiatives are producing the intended impact.

Without a clear vision of what is working and what is not, BKG can continue to struggle to enhance awareness into actual sales and usage. Such lack of evaluation skills and efforts to scale EV adoption and derails the broader national goals of adopting a green economy.

Thus, this research assessed the efficacy of market penetration communication methods used by BKG. It also explored how existing strategies impact consumer perception, awareness, and buying behavior. The results will contribute to determining the strengths, weaknesses, and opportunities for enhancing communication methods, providing practical insights to help BKG and other industry stakeholders improve communication strategies for locally assembled electric vehicles throughout Ethiopia. The study is driven by Economic imperatives, awareness gaps and ineffective communication strategies. In addition BKG was selected as the primary case study because:

- It holds Ethiopia's largest EV market share (37%)
- Directly supports national CRGE goals (FDRE, 2021)
- Faces identical challenges as others Assembly Plant but offers greater research accessibility
- Demonstrates measurable influence on competitors' strategies

1.3 Objective of the study

1.3.1 General Objectives

The general objective of the study is to evaluate the effectiveness of Belayneh Kindie Group's communication strategies in achieving market penetration for its locally assembled electric vehicles in Ethiopia.

1.3.2 Specific Objectives

1. To identify and analyze the digital and traditional communication channels used by BKG Electric Vehicle Assembly Plant to engage Ethiopian consumers.
2. To assess the effectiveness of BKG's market communication strategies in shaping consumer perceptions and increasing acceptance of its electric vehicles in Ethiopia.
3. To evaluate systemic gaps in BKG's communication strategy that hinder consumer adoption.

4. To examine how Ethiopia's socio-economic conditions and infrastructural challenges affect the alignment of BKG's communication with local consumer preferences.
5. To develop evidence-based recommendations for optimizing BKG's communication framework to enhance market penetration.

1.4 Research Questions

1. What communication strategies are currently employed by BKG Electric Vehicle Assembly Plant to promote electric vehicles in Ethiopia?
2. How effective are these strategies in raising awareness and increasing market penetration?
3. What challenges are faced in communicating the benefits of electric vehicles to Ethiopian consumers?
4. What Innovative Communication Strategies can BKG employ to overcome current barriers and improve market penetration?

1.5 Significance of the Study

The significance of this study lies in its assessment of the marketing strategies employed by Belayneh Kindie Group (BKG) to promote its locally assembled electric vehicles (EVs). This assessment is particularly important in light of Ethiopia’s ambition to build a green and industrialized economy, as outlined in national policy frameworks such as the Ten-Year Development Plan (2021–2030) and the Climate Resilient Green Economy (CRGE) Strategy. Examining the strengths and gaps in current marketing efforts can help local manufacturers like BKG better align with these national goals by promoting sustainable transportation and clean energy adoption.

This study also fills a critical knowledge gap in Ethiopia's emerging EV market, where public awareness, infrastructure readiness, and consumer acceptance remain low. In this context, understanding how communication strategies contribute to market penetration is vital. Since BKG is one of the few local EV assemblers, evaluating its outreach efforts offers timely and relevant insights into how effectively it shapes consumer attitudes, encourages adoption, and positions electric mobility as a viable alternative.

Furthermore, the study provides evidence-based insights that can support policymaking by guiding the design of targeted interventions. These interventions may address issues such as consumer behavior, infrastructural limitations, and public perceptions about electric vehicles. The findings can also serve as practical recommendations for other emerging EV manufacturers, helping them develop more persuasive and locally relevant communication strategies.

From an environmental and economic standpoint, the research is timely. Ethiopia faces challenges related to fossil fuel dependency, urban transport inefficiencies, and environmental degradation. By analyzing the content, communication channels, and contextual relevance of BKG's marketing strategies, this study identifies both persuasive and non-persuasive tactics used to engage the target audience. It also considers socio-cultural factors, economic barriers, and policy frameworks that influence public reception of electric vehicles.

The findings are expected to benefit not only BKG but also other EV assemblers and stakeholders in the clean energy sector. Recommendations drawn from the study can inform the improvement of communication strategies aimed at increasing market penetration and enhancing customer engagement. Policymakers and development actors may also use the insights to encourage broader adoption of clean technologies and to foster confidence in locally produced green solutions.

In addition, this research contributes to ongoing academic discussions on the role of strategic communication as a driver of sustainable transport transitions, economic localization, and behavioral change. It also lays a foundation for future studies on how local manufacturers in Ethiopia can utilize effective communication and marketing to promote sustainable innovation and mobility.

1.6 Scope of the Study

This study focuses on assessing the market penetration communication strategies employed by Belayneh Kindie Group (BKG) to promote locally assembled electric vehicles (EVs) in Ethiopia. The Belayneh Kindie Metal Engineering Complex, located in Sheger City, Gelan Town, Oromia Region, approximately 30 kilometers from Addis Ababa. While BKG serves as the central case for this research, the findings offer indicative insights into the broader challenges and opportunities surrounding the promotion of locally assembled electric vehicles in Ethiopia.

Geographically, the study is concentrated in major urban areas of Ethiopia, particularly Addis Ababa, where the company's marketing activities are most visible and where the largest numbers of potential EV users are found due to higher population concentration, purchasing power, and relatively better infrastructure facilities. This area is considered to be representative in gauging the extent to which BKG's communication attempts are reaching desired customers in the current market scenario.

Thematically, this research examines the internal communication strategies of the company, the external promotion and marketing activities carried out, and the way these initiatives engage with the external environment drivers, such as consumer attitudes, cultural values, government policy, and the adequacy of infrastructure. The emphasis of the investigation is on electric vehicles that are locally produced and assembled by BKG, deliberately excluding imported electric vehicle brands or other green mobility solutions.

The research does not attempt to measure the technical efficacy or mechanical detail of the electric vehicles in question, nor is it concerned with the automotive supply chain from start to finish. Rather, its primary concern is with the arena of communication specifically, the efficacy with which marketing communications are designed, transmitted, and received in the Ethiopian context, with the aim of generating consumer acceptance and confidence in locally available electric vehicles.

Policymakers and government agencies can use the findings to guide national policy towards clean energy technologies and public confidence in locally developed green technologies. The research also contributes to context-based models for evaluating marketing communications in emerging economies, considering socio-cultural, infrastructural, and economic variables.

Institutionally, BKG is selected as a pioneer in Ethiopia’s EV assembly sector. While the company’s limited years of operation and single-location presence present a constraint in

generalizability, BKG's early engagement in the market offers valuable lessons on how communication strategies can support the public acceptance of new technologies like electric mobility.

Methodologically, the research uses a mixed approach, incorporating qualitative interviews, questionnaire-based surveys, and document/literature review. Given the sample size and the single-case design, the study does not aim to provide a comprehensive solution to EV adoption challenges in Ethiopia. Instead, it offers focused insights that may inform future research, policy considerations, and multi-company comparative studies on how communication strategies can drive consumer awareness and market growth in Ethiopia's green mobility transition.

Ultimately, it identifies how tailored messaging can overcome barriers to market penetration and influence buyer behavior toward sustainable mobility solutions

1.7 Limitation of the Study

As the study demands comprehensive and complex issues, it requires detailed investigation and also experience of other well-versed experts and this can consume extra time to generate notable result. The relatively inconvenience and the interest of time for this study did not help making comprehensive study. The other weakness of the research was lack of data and low quality of the existing data.

Some questionnaires which were distributed to the respondents were not filled in and returned on time and also some respondents were not willing to make an interview particularly, customers, experts and government officials from the Ministry of transport and Green mobility. The study faced challenges in conducting interviews with customers purchasing electric vehicles directly from the company's stock. Since the case company does not operate showrooms in Addis Ababa, customers engage with the business remotely and complete transactions without in-person interactions. This lack of physical retail infrastructure made it difficult for the researcher to meet customers during the purchasing process, resulting in significant logistical hurdles for data collection.

Additionally, the researcher sought access to internal documents such as strategic plans, sales reports, and other materials relevant to the study. However, the company perceived requests to

observe or analyze these documents as a potential threat to confidentiality and competitive advantage, leading to reluctance in sharing sensitive information. This limitation hindered the researcher's ability to triangulate data through document analysis.

1.8 Organization of the Study

The study is organized into five chapters. Chapter 1 introduces the exploration by outlining the background, problem statement, objects, significance, compass, and limitations. It concludes with an overview of the thesis structure. Chapter 2 critically reviews existing literature to contextualize the study and identify gaps. Chapter 3 details the methodology, including research design, data collection, and analysis procedures. Chapter4 presents and interprets the findings from both quantitative and qualitative data to evaluate the market penetration communication strategies of Belayneh Kindie Group (BKG) Electric Vehicle Assembly Plant. The analysis employs the tools and methods outlined in Chapter 3, including SPSS for statistical analysis. Finally, Chapter 5 summarizes, conclusions and provides recommendations

Chapter 2: Review of Related Literature

2.1 Overview of Electric Vehicles in Ethiopia

The transition to electric vehicles has drawn global attention as a viable strategy for reducing greenhouse gas emissions and promoting sustainable transportation. This literature review will examine market penetration communication strategies for EVs, focusing on BKG's efforts in Ethiopia.

Ethiopia, a country in East Africa, saw quick growth in its economy with a GDP rise of 9.6% in 2015 and has the second-biggest number of people in Africa. Even with this advancement, the country has one of the lowest rates of car ownership in the world, with only six cars per 1,000 people (not counting special vehicles like tractors, forklifts, and trucks) as of 2016.

Without domestic automobile manufacturing industry, Ethiopia has been importing all types of vehicles from other developed regions and over 85 per cent are second-hand vehicles.

The driving factors behind this are income levels (GDP per capita 486.3 USD in 2015), high taxes placed on vehicle import and also that the country has relatively low levels of urban development Ethiopia remains largely rural, with just about 20% of its population residing in cities and towns (World Bank, 2015). Ethiopia's vehicle fleet, estimated at 552,000 by the Federal Transport Authority, reflects a composition dominated by passenger vehicles (63%) over freight vehicles (37%). Within the passenger category, private cars including field and dual-purpose vehicles constitute the largest share at 36%, followed by motorcycles (16%) and buses/minibuses (11%). This distribution underscores the prominence of personal and small-scale transport in the country, while freight logistics remain a smaller but critical segment of the fleet. There are a high proportion of commercial vehicles in Ethiopia, including freight vehicles, vans, buses, minibuses and taxis (representing about 1/3 of cars).

The size and pace of growth of the fleet is constrained by the lack of foreign currency, high tariffs and taxes mentioned earlier, and low household income.

Even with these challenges, the total number of vehicles has gone up by 57 percent from five years ago (351,700 units including motorcycles in 2010). The number of vehicles has been

increasing by over 10 percent each year for the past five years. This increase is seen in all types of vehicles, but especially in motorcycles, which have grown by 25 percent each year.

The vehicle fleet is aging rapidly. Around 70% of petrol cars are pre-1995 models (over 20 years old), with over half built between 1982 and 1989. Nearly all motorcycles are older, two-stroke engines.

While diesel vehicles are slightly newer (50% pre-2000), the overall average vehicle age exceeds 14 years. Without proper end-of-life vehicle management, these polluting vehicles will likely remain on the roads for years.

The high growth rate of the vehicle fleet and the import of older vehicles necessitate controlling both the quantity and quality of vehicle imports.

Electric vehicles (EVs) represent a significant shift in the global automotive landscape, offering a more sustainable alternative to traditional internal combustion engine vehicles (ICEVs). The fundamental difference lies in the propulsion system, with EVs relying on electric motors powered by batteries rather than fossil fuels. This technological shift has sparked a worldwide movement towards electrification as a strategy to mitigate climate change, reduce dependency on oil, and reduce harmful emissions that contribute to air pollution (Hawkins et al., 2013).

EVs come in several forms, including purely electric vehicles (BEVs), plug-in hybrid electric vehicles (PHEVs), and hybrid electric vehicles (HEVs). PHEVs combine an electric motor with an internal combustion engine, allowing for a flexible driving range. HEVs, while still featuring a gasoline engine, benefit from electric propulsion to improve fuel efficiency and reduce emissions (IEA, 2020).

One of the primary advantages of EVs lies in their environmental impact. According to the U.S. Department of Energy (2020), EVs contribute to reduced carbon emissions, provided that the electricity used to charge them comes from renewable sources. For instance, EVs powered by renewable energy sources, such as solar or wind, offer the possibility of a truly carbon-neutral transport solution. Furthermore, EVs have fewer moving parts compared to traditional vehicles, reducing the need for maintenance and resulting in lower long-term ownership costs (Sierzchula et al., 2014).

Despite these advantages, the widespread adoption of EVs faces several challenges, particularly the high upfront costs and the necessity of building supporting infrastructure. A significant challenge remains the development of charging stations, with range anxiety being a common concern for potential buyers. Additionally, EVs require advanced technologies, such as efficient battery management systems, which can be unaffordable for some consumers.

Scholars and communication researchers emphasize the importance of context-based models in evaluating the effectiveness of marketing communications, particularly in emerging economies where socio-cultural, infrastructural, and economic variables differ significantly from those in developed markets. In the realm of green technology such as Electric Vehicles (EVs) communication strategies must not only raise awareness but also address trust, affordability, and behavioural barriers specific to local contexts (Kotler & Keller, 2016; Belz & Peattie, 2012).
This study contributes to this body of knowledge by offering a localized, evidence-based model for assessing how market penetration strategies influence public adoption of EVs in Ethiopia. In line with the work of Mahajan and Peterson (1985), who stressed the role of culturally relevant diffusion mechanisms in innovation uptake, this research situates communication within the broader socio-economic realities of a developing country, where green innovations often face scepticism and infrastructural constraints.

Additionally, scholars such as Kumar and Christo Doulopoulou (2014) argue that in emerging markets, green marketing must integrate emotional, educational, and community-based elements to achieve meaningful engagement and adoption.

2.2 Global and African Market for Electric Vehicles

The global market for electric vehicles has witnessed explosive growth in recent years. According to the International Energy Agency (2021), the number of electric cars on the road surpassed 10 million in 2022, with China, Europe, and the United States leading the charge. China, in particular, is the world's largest market for electric vehicles, with over 5 million EVs sold annually (IEA, 2021). This growth is fueled by government policies, including purchase subsidies, tax incentives, and investments in charging infrastructure.

Europe has also become a major player in the EV market, particularly in countries such as Norway, where electric vehicles make up over 50% of new car sales (Figenbaum et al., 2015). The European Union's commitment to reducing greenhouse gas emissions and its policies favoring green technologies, such as stringent emissions regulations and electric vehicle purchase incentives, have further driven the adoption of EVs in the region.

In Africa, however, the adoption of electric vehicles has been slower. The market is still in its infancy, with various challenges such as affordability, inadequate infrastructure, and limited consumer awareness hindering widespread adoption (Chikozho, 2020). However, countries like South Africa, Kenya, and Morocco are beginning to see positive shifts, with governments offering incentives and electric vehicle manufacturers establishing a presence. For instance, Kenya's government has introduced tax breaks for electric vehicles, and car manufacturers like Nissan and BMW have begun selling EVs in the country.

In Ethiopia, the market for electric vehicles is still underdeveloped. However, the country's commitment to sustainable energy and the government's push to reduce fossil fuel dependence offer a strong foundation for the potential adoption of EVs in the future. The presence of an electric vehicle assembly plant in Ethiopia, like the BKG Electric Vehicle Assembly Plant, signals a potential shift toward a more sustainable transportation model (Woldeyohannes et al., 2020). However, much work remains to be done in addressing infrastructure needs and consumer education.

2.3 Market Penetration Strategies

Market penetration is not only about increasing a company's market share in an existing segment; it also reflects how effectively businesses utilize pricing, promotion, and distribution strategies to influence consumer behavior and outpace competitors within familiar markets (Kotler & Keller, 2016; Armstrong & Cunningham, 2018). In the context of electric vehicles, penetration strategies must address both the supply side (i.e., manufacturers and their strategies) and the demand side (i.e., consumer behavior and perceptions). Several key strategies are often employed in the EV market, including pricing, distribution, promotional efforts, and strategic partnerships.

Pricing : In pricing strategy, the relatively high initial cost of electric vehicles, especially when compared to conventional cars, remains a significant challenge to widespread adoption, making pricing strategies a critical factor in influencing consumer acceptance (Sierzchula et al., 2014).To mitigate this, many manufacturers offer price reductions through government subsidies or tax incentives. Tesla, for example, has benefitted from generous government incentives in markets such as the United States and Norway, which has allowed the company to offer its vehicles at competitive prices (IEA, 2020). In markets like Ethiopia, where affordability is a critical factor, EV manufacturers can collaborate with the government to offer tax breaks or reduced tariffs for electric vehicles.

In the context of electric vehicles, distribution strategies considerably influence market penetration by determining the accessibility and availability of the assembled vehicles to potential customers (Li at., 2017). Unlike traditional vehicles, which can be sold through established dealership networks, EVs manufacturers must establish specialized channels for sales, maintenance, and servicing. In emerging markets like Ethiopia, local partnerships with dealerships or the creation of dedicated EV showrooms can help raise consumer awareness and facilitate easier access to EVs (Vallaster& de Chernatony, 2006).

Promotion: Promotional efforts are key to educating the public about the benefits of electric vehicles, such as lower operating costs and environmental impact. Companies often use digital marketing, social media campaigns, and influencer partnerships to target younger, tech-savvy consumers who may be more open to adopting new technologies (Graham-Rowe et al., 2012). In the Ethiopian context, where access to traditional media might be limited, digital platforms such as Facebook, Twitter, and Instagram can serve as effective tools for communication.

Strategic Partnerships: Collaboration with local governments, utility companies, and other stakeholders can help facilitate market penetration by providing infrastructure, charging stations, and even energy incentives (Sierzchula et al., 2014). For example, in South Africa, collaboration between EV manufacturers and utility companies has led to the installation of charging stations in urban areas, thereby addressing range anxiety and making EVs more accessible to the public.

2.4 Communication Strategies for Market Penetration

Effective communication strategies are critical to the successful market penetration of electric vehicles, particularly in developing markets like Ethiopia, where awareness of EVs is low. The aim of communication strategies is to build consumer awareness, shift attitudes toward EVs, and ultimately influence purchasing decisions (Kotler& Keller, 2016).

Integrated Marketing Communication (IMC): IMC refers to the use of various communication channels advertising, direct marketing, personal selling, public relations, and social media to deliver a unified message about the product. For electric vehicles, this means developing consistent messages across different platforms to ensure that the public understands the environmental and economic benefits of EVs (Kotler & Keller, 2016).

Public Relations and Media: Public relations strategies, including press releases, media coverage, and partnerships with environmental organizations, can be powerful tools in shaping public perceptions of electric vehicles. EV companies can also engage with government and non-governmental organizations (NGOs) to promote green technologies and sustainability (Woldeyohannes et al., 2020). In Ethiopia, where the media landscape is still evolving, leveraging local influencers or community leaders can help reach a broader audience.

Education and Awareness Campaigns: Consumer education is a key element in any EV market penetration strategy. Given the lack of awareness about EVs in Ethiopia, educational campaigns that highlight the benefits of EVs and address misconceptions about battery life, range, and charging infrastructure will be crucial. Targeting schools, universities, and community organizations with workshops and seminars can help build early adoption among younger, more environmentally conscious consumers (Molla& Licker, 2005).

Digital Marketing: Digital marketing is an essential tool in today's communication strategies, particularly in emerging markets where access to the internet and mobile phones is widespread. Social media platforms, YouTube, and digital ads can serve as effective tools for reaching potential consumers, particularly urban youth who are likely to be early adopters of new technologies (Kawakatsu, 2018). Digital platforms also provide an opportunity to overcome geographic barriers, making it easier to educate and inform rural communities about electric vehicles.

2.5 Challenges in Electric Vehicle Market

The electric vehicle (EV) market faces significant adoption challenges in emerging markets like Ethiopia. These barriers can be categorized into four key areas: (1) technological limitations, including reliance on imported technology and lack of local maintenance expertise (Mekonnen & Tadesse, 2023); (2) infrastructural gaps, such as insufficient charging stations and unstable power supply (Ethiopian Energy Authority, 2024); (3) economic constraints, particularly high upfront costs compared to conventional vehicles (World Bank, 2023); and (4) sociocultural factors like consumer range anxiety (Habte et al., 2024).

Technological Challenges: One of the primary challenges in the EV market is battery life. Current EV batteries are expensive, have a limited driving range, and require long charging times compared to refueling a conventional car. Despite advancements in battery technology, such as the development of lithium-ion and solid-state batteries, cost-effective and long-lasting solutions are still in development (IEA, 2020).

Infrastructural Challenges: Charging station shortages are a big hurdle for people to start using electric vehicles more (Sierzchula et al., 2014). In Ethiopia, where energy access is limited, establishing widespread charging stations in urban and rural areas is a monumental task. Furthermore, the country's electric grid infrastructure must be strengthened to support the additional demand from EVs. The cost of building this infrastructure and the logistics of distribution remain significant obstacles for both manufacturers and governments (Girma, 2020).

Economic Barriers: The high initial cost of electric vehicles remains a major challenge. EVs typically cost more than traditional vehicles due to the expensive batteries that power them. In developing economies like Ethiopia, where the majority of consumers are price-sensitive, the high upfront cost of EVs is a significant deterrent (Woldeyohannes et al., 2020). Government subsidies, tax breaks, and low-interest loans may be necessary to make EVs more affordable to the average consumer.

Societal Barriers: Consumer adoption of electric vehicles (EVs) in developing countries is often hindered by sociocultural resistance rooted in limited public awareness and technological skepticism. Studies in Sub-Saharan Africa, such as Nigeria and Kenya, reveal that unfamiliarity

with EV mechanics such as battery longevity, charging processes, and maintenance requirements fuels misconceptions about reliability (Ogunleye et al., 2021; AfDB, 2022). For instance, in Ethiopia, traditional preferences for internal combustion engine vehicles persist due to their association with status and durability, a trend amplified by sparse exposure to EV technology outside urban hubs (Girma, 2020).

2.6 Electric Vehicle context in Ethiopia: Challenges and opportunities

Ethiopia's growing interest in electric vehicles (EVs) aligns with its broader sustainability agenda, particularly its ambitious goal to achieve carbon neutrality by 2050 (Tsegaye et al., 2021). This transition is part of a national strategy to reduce reliance on imported fossil fuels, which currently account for 15% of the country's total import expenditure (National Bank of Ethiopia, 2022) in enhancing renewable energy potential of Ethiopia. The government has introduced policies such as tax exemptions for renewable energy technologies and pledges to phase out internal combustion engine vehicles by 2035 (Ministry of Transport, 2021). However, scholars note that Ethiopia's EV adoption framework remains nascent compared to global leaders like Norway, where comprehensive subsidies, charging infrastructure, and public awareness campaigns have driven EV ownership to 80% of new car sales (IEA, 2023).

While Ethiopia's initiatives reflect a commitment to sustainable development, critical gaps persist. For instance, Tsegaye et al. (2021) emphasize the lack of localized financing mechanisms for EV imports, which are priced 40–60% higher than conventional vehicles in the Ethiopian market. Similarly, Bekele (2022) argues that the absence of charging infrastructure outside Addis Ababa undermines consumer confidence, echoing challenges observed in other African nations like Kenya and Nigeria (AfDB, 2023). These barriers highlight the need for Ethiopia to adopt hybrid strategies combining policy incentives, public-private partnerships, and community engagement to replicate successful models from emerging markets while addressing context-specific hurdles. Ethiopia's energy infrastructure is predominantly fueled by hydropower, which accounts for approximately 90% of the nation's electricity generation (EEP, 2023). This renewable energy abundance puts the country favorably for electric vehicle (EV) adoption, as hydropower provides a low-carbon, cost-efficient energy source critical for sustainable transportation systems (Woldeyohannes et al., 2020). Unlike fossil fuel-dependent economies,

Ethiopia's grid emissions are minimal, theoretically enabling EVs to operate near carbon-neutral when charged through hydropower (Tilahun et al., 2021).

2.7 Barriers to Electric Vehicle Adoption in Ethiopia

Despite the potential for electric vehicles to address environmental and energy concerns in Ethiopia, several barriers hinder widespread adoption. These barriers include economic, infrastructural, and cultural challenges.

Economic Barriers: One of the most significant barriers to EV adoption in Ethiopia is the high cost of electric vehicles. While the price of EVs has been decreasing globally, the cost of importing EVs and their components into Ethiopia remains prohibitive. High import tariffs and taxes further exacerbate the affordability issue. As a result, only a small segment of the population can afford to purchase EVs, limiting their market penetration (Woldeyohannes et al., 2020).

Infrastructural Barriers: The lack of charging infrastructure is another major barrier to the adoption of electric vehicles. In a country where only about 45% of the population has access to electricity (World Bank, 2019), setting up charging stations in urban and rural areas is a daunting task. Furthermore, the electricity grid is often unreliable, which makes EV charging an even more difficult proposition. To overcome this challenge, the Ethiopian government must invest in expanding the energy grid and ensuring a reliable power supply for electric vehicle charging.

Cultural Barriers: Consumers in Ethiopia may have limited knowledge of electric vehicles and their benefits. As a result, many people are hesitant to invest in EVs due to misconceptions about their reliability, charging needs, and performance. Education campaigns and public outreach programs will be critical in dispelling myths and building consumer confidence in the technology (Girma, 2020).

2.8 Marketing and Communication Approaches in Emerging Markets

In emerging markets, marketing strategies must be tailored to the local socio-economic and cultural contexts. For electric vehicles, effective communication is key to addressing the knowledge gap and fostering positive attitudes toward EV adoption.

Targeted Marketing: In Ethiopia, a one-size-fits-all marketing approach may not work. Instead, strategies must be tailored to different segments of the population, including urban residents, rural consumers, and business owners. For example, marketing campaigns targeting urban consumers may emphasize environmental benefits and the potential savings from lower fuel costs, while campaigns targeting rural areas could focus on the long-term durability and cost-efficiency of EVs (Prahalad & Hart, 2002).

Local Partnerships: Effective partnerships with local businesses, governments, and NGOs are critical for raising awareness and facilitating the market entry of electric vehicles. Partnerships with local energy providers can help expand charging infrastructure, while collaborations with environmental organizations can help build credibility and trust (Sierzchula et al., 2014).

Cultural Sensitivity: Communication campaigns must be culturally sensitive and leverage local communication channels. In Ethiopia, where social media usage is growing, platforms such as Facebook and Instagram can serve as effective tools for reaching younger, tech-savvy audiences. Additionally, community engagement efforts, such as informational sessions and product demonstrations, can help build trust and promote the benefits of EVs (Molla & Licker, 2005).

2.9 The Role of Government and Policy in EV Market Penetration

Government policies and regulations play a critical role in the penetration of electric vehicles (EVs) in the market. In the context of emerging economies like Ethiopia, the development of favorable policies can serve as a powerful tool for stimulating EV adoption. The role of government in this process includes the creation of infrastructure, providing financial incentives, enacting regulations, and setting long-term goals related to sustainability and carbon reduction. This section reviews the literature on how government policy impacts EV market penetration, with a particular focus on international experiences, policy tools, and their potential applicability to Ethiopia's context.

2.9.1 Policy Frameworks and Incentives

The introduction of EVs into the mainstream market is heavily influenced by government support, particularly through subsidies, tax breaks, and rebates. According to **Ajanovic (2017)**, financial incentives such as tax credits, grants, and subsidies significantly reduce the cost barrier for consumers and businesses considering the switch to electric vehicles. In the case of the European Union, Hall & Lutsey (2017) demonstrate that governments across the region have provided varying degrees of direct and indirect financial support to EV buyers, such as purchase subsidies, exemption from registration fees, and tax benefits.

Countries with aggressive EV penetration strategies, such as Norway and China, illustrate the efficacy of governmental intervention in the EV sector. Huang et al. (2018) found that China's policy of offering extensive subsidies and building charging infrastructure has been central to its EV market growth, making the country the largest EV market in the world. Similarly, Figenbaum (2016) highlights Norway's approach of offering exemptions from tolls, parking fees, and even free charging to accelerate EV adoption, enabling it to have the highest per capita penetration of EVs globally.

In Ethiopia, similar incentives could be implemented to stimulate demand for locally assembled electric vehicles. Abate et al. (2020) argue that the government of Ethiopia could offer financial incentives for EV buyers and manufacturers, including reduced import tariffs on EV parts, tax exemptions for assembly plants, and direct subsidies for consumers purchasing electric vehicles.

2.9.2 Regulatory Frameworks

In addition to financial incentives, government policies surrounding regulatory frameworks are vital for facilitating EV market penetration. Sovacool et al. (2020) emphasize that long-term planning and regulatory stability are critical for ensuring the success of EV markets. Governments must establish clear standards for vehicle emissions, infrastructure development, and long-term goals for reducing carbon emissions. The **Paris Agreement** on climate change has also influenced national policies, encouraging governments worldwide to integrate EV adoption into their broader climate strategies.

A case study in the United Kingdom shows that robust government regulatory frameworks are crucial for establishing a sustainable EV market. Sierzchula et al. (2014) argue that vehicle emissions standards and fuel economy requirements can promote the development of EV technologies and the necessary infrastructure to support their use. The UK's **Road to Zero** strategy, which aims to end the sale of new petrol and diesel cars by 2035, exemplifies such regulatory efforts to shift towards cleaner alternatives.

Similarly, in Ethiopia, establishing clear vehicle emission standards and incentivizing the transition from fossil-fuel-powered vehicles could accelerate the uptake of electric vehicles. Hussein (2020) suggests that Ethiopia could introduce regulatory frameworks encouraging the reduction of greenhouse gas emissions and support green technologies, aligning with the country's Vision 2030 and climate goals.

2.9.3 Infrastructure Development

The successful penetration of electric vehicles (EVs) is inextricably linked to robust government-led infrastructure development. A critical barrier to widespread EV adoption is the insufficient availability of charging infrastructure, a point emphasized by Yilmaz et al. (2019). This challenge necessitates a strategic approach mirroring successful international models, such as the public-private partnerships employed in China, where government facilitation has resulted in the installation of over 400,000 charging points, significantly enhancing EV accessibility and adoption rates (Liu & Zhang, 2019). This collaborative model, combining public investment in charging infrastructure with private sector engagement in developing the broader EV ecosystem, presents a compelling strategy for Ethiopia. Specifically, Abebe & Tadesse (2021) advocate for prioritizing the establishment of charging points in major urban centers like Addis Ababa to facilitate a smoother transition to electric mobility. This targeted approach would address immediate accessibility concerns while laying the groundwork for future expansion.

Beyond immediate infrastructure needs, a long-term national vision for sustainable transportation is crucial for sustained EV market penetration (Deloitte, 2020). This requires the establishment of clear, measurable, and time-bound targets, coupled with effective coordination across various levels of government. International best practices, such as France's ambitious goal of 7 million

EVs by 2030 (IEA, 2020), demonstrate the effectiveness of such a strategic approach. For Ethiopia, aligning EV adoption with existing national development plans, including the Growth and Transformation Plan II (GTP II) and the Climate-Resilient Green Economy (CRGE) Strategy is paramount. This integration ensures alignment with broader national priorities and facilitates access to international climate finance mechanisms to support the transition (Tsegaye & Ahmed, 2019). By strategically integrating EV adoption into these existing frameworks, Ethiopia can leverage existing resources and expertise to accelerate the transition to sustainable transportation while simultaneously contributing to its broader development goals.

2.10 Factors affecting Electric Vehicle purchasing

Researches indicate that factors influencing the adoption of electric vehicles (EVs), such as governmental policies, infrastructure availability, and consumer awareness. In developed countries, incentives like tax breaks and subsidies have effectively boosted consumer interest and purchasing behavior (International Energy Agency, 2022). Additionally, the availability of a robust charging infrastructure alleviates range anxiety and supports EV adoption (Sierzchula et al., 2014).

In the Ethiopian context, the government's focus on sustainable transportation, supported by renewable energy initiatives, positions the country as a potential market for EVs. However, challenges such as insufficient charging infrastructure, limited consumer awareness, and financial barriers impede market penetration. Addressing these local obstacles is critical to fostering the adoption of EVs.

This research proposes to investigate how tailored communication strategies can address these barriers and facilitate market penetration in Ethiopia. By examining the impact of communication approaches on raising awareness, shaping perceptions, and influencing purchasing decisions, the study aims to provide actionable insights. These findings will support not only marketers and stakeholders in designing effective outreach campaigns but also policymakers in promoting sustainable transportation solutions. Ultimately, the research will contribute to understanding how communication strategies can drive EV adoption in Ethiopia and similar developing economies.

2.10.1 The Role of Communication Strategies in Market Penetration

Effective communication has paramount importance in promoting electric vehicles and influencing consumer perceptions. Studies indicate that targeted communication campaigns can significantly enhance awareness and acceptance of EVs. For example, a study by Thøgersen (2014) emphasizes the importance of public relations and educational outreach in shaping consumer attitudes toward electric vehicles.

In the Ethiopian context, where awareness of electric vehicles remains low, strategic communication efforts are particularly vital. Previous research suggests that companies can utilize various channels such as social media, community engagement, and traditional advertising to effectively communicate the benefits of EVs (Kotler & Keller, 2016). **However,** most studies have concentrated on developed economies, leaving a gap in understanding how these strategies can be applied in emerging markets like Ethiopia.

Effective communication is crucial for promoting EVs and influencing perceptions. Studies emphasize public relations, educational outreach, and tailored messaging as pivotal to increasing awareness. Ethiopian companies can leverage channels such as social media, community engagement, and traditional advertising to communicate EV benefits effectively.

2.10.2 Unique Challenges in the Ethiopian Context

The literature reveals that the adoption of electric vehicles in developing countries faces distinct challenges. A study by Adaramola et al. (2021) highlights the infrastructural deficiencies and socio-economic barriers that limit consumer access to EVs in Africa.

In Ethiopia, these challenges are compounded by a lack of comprehensive communication strategies that effectively address consumer concerns and promote the advantages of electric vehicles.

The unique socio-cultural landscape of Ethiopia also necessitates tailored messaging that resonates with local values and practices.

Research shows that understanding the cultural context is essential for effective communication and market penetration (Fischer & Wentz, 2019). Thus, developing strategies that are culturally relevant and informative will be crucial for the success of electric vehicles in Ethiopia.

The adoption of EVs in Ethiopia faces unique challenges, including infrastructural deficiencies and socio-cultural barriers.

Tailored messaging that resonates with Ethiopian values is critical for success. Research shows that understanding cultural contexts significantly enhances communication effectiveness.

2.12 Theoretical Framework

This research is guided by two main theoretical frameworks: Diffusion of Innovations Theory and Strategic Communication Theory.

2.12.1 Diffusion of Innovations Theory

Rogers' Diffusion of Innovations Theory (1962) explains how new technologies are adopted by society and identifies five key factors that influence this process: perceived advantage, fit with existing values and practices, ease of use, the ability to test it out before fully committing, and how visible its benefits are to others.

In the context of this study, which evaluates the communication strategies used by Belayneh Kindie Group (BKG) to promote locally assembled electric vehicles (EVs), this theory is highly relevant. Effective communication should highlight the advantages of EVs (such as long-term cost savings and environmental impact), ensure the messages are aligned with local lifestyles and transportation habits, and present EVs as a practical and understandable solution.

This study applies Rogers' theory to examine how BKG's communication efforts influence the Ethiopian public's awareness, perception, and willingness to adopt EVs. By aligning marketing messages with the key innovation attributes especially perceived value and cultural alignment the company can address the low familiarity and skepticism surrounding EV technology in Ethiopia.

Furthermore, the research investigates whether current strategies effectively reduce the complexity and enhance the trialability of EV adoption, such as through public demonstrations, test drives, or informational campaigns. These factors are central to the success of market

penetration strategies, especially in emerging markets where the innovation (in this case, EVs) is still largely unfamiliar.

Thus, the Diffusion of Innovations Theory directly supports the study's objective of evaluating how well BKG's communication strategies are fostering awareness, shaping attitudes, and ultimately driving the adoption of electric vehicles in Ethiopia’s evolving transportation landscape.

2.12.2 Social Marketing Theory

Social Marketing Theory emphasizes behavior change for societal good, focusing on consumer needs and motivations. This framework is relevant for promoting EVs by aligning marketing efforts with consumer values.

This framework is particularly relevant for promoting electric vehicles, as it focuses on understanding consumer needs, creating value, and encouraging sustainable behaviors (Kotler& Lee, 2008). By applying this theory, the study will explore how BKG Electric Vehicle Assembly Plant can effectively market EVs by aligning its messaging with consumer motivations and values.

2.13 Gaps in the Literature

Despite the growing body of research on electric vehicles, significant gaps remain in understanding the role of communication strategies in developing markets like Ethiopia.

Most studies have focused on technical aspects and consumer behavior in developed economies, with limited attention to how localized communication can facilitate EV adoption in emerging markets.

Specific areas lacking in current research include:

- The examination of communication strategies tailored to the Ethiopian context and their effectiveness in influencing consumer behavior.

- An analysis of the barriers faced by consumers in understanding and accepting electric vehicles, particularly regarding affordability and infrastructure.

- Empirical studies focusing on local stakeholders, such as BKG Electric Vehicle Assembly Plant, and their communication efforts.

This study aims to fill these gaps by conducting an in-depth assessment of the communication strategies used by BKG and evaluating their effectiveness in raising awareness and driving market penetration for electric vehicles in Ethiopia.

By providing insights into the unique challenges and opportunities within the Ethiopian market, this research will contribute to a more nuanced understanding of EV promotion in developing economies.

While research on EV adoption is extensive in developed countries, limited studies focus on the role of communication strategies in emerging markets like Ethiopia. This study fills gaps by:

1. Examining tailored communication strategies for Ethiopia.
2. Analyzing barriers to consumer acceptance of EVs.
3. Assessing BKG's efforts and identifying opportunities for improvement.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research design and methodological approach used to assess how Belayneh Kindie Group (BKG) communicates and promotes its locally assembled electric vehicles in Ethiopia. Given the growing relevance of electric mobility and the need to understand how strategic communication supports market entry. The study applied a systematic method to explore the effectiveness of BKG's communication strategies in raising awareness, influencing consumer behavior, and increasing market penetration. A mixed-methods approach was applied, combining surveys and interviews to provide comprehensive insights. As research methodology constitutes a "systematic and logical approach to investigating and solving problems" (Vickery, 1970; Jagdale, 2019), this study adopts a rigorous mixed-methods framework. The chapter presents the research design, data sources, and sampling strategy, and explains how the target population was selected to ensure representativeness. Ethical considerations are also discussed, including obtaining informed consent from all participants and ensuring the confidentiality of their personal information throughout the research process. Finally, the chapter describes the data analysis procedures and the tools and techniques employed to interpret the findings.

3.2. Research Design

A solid understanding of research methodology and design is crucial, as each provides a unique roadmap for guiding the inquiry process and achieving credible results (Jayatalake, 2020).

This study assessed market penetration communication strategies for electric vehicles assembled in Ethiopia, with a specific focus on the Belayneh Kinde Group Electric Vehicle Assembly Plant. The researcher adopted a descriptive and exploratory design, utilizing a combination of qualitative and quantitative approaches. The mixed-methods approach, as defined by Creswell & Plano Clark (2018), leverages the strengths of both methodologies to provide a more holistic understanding of the research problem. The quantitative component facilitated the collection of measurable data on market trends, consumer perceptions, and adoption rates, while the qualitative aspect offers deeper insights into the challenges and opportunities within the industry through interviews and thematic analysis. By combining these approaches, the study aims to generate well-rounded findings that can inform more effective market penetration strategies.

In order to evaluate the efficacy of these strategies, the research included a variety of data collection techniques, as well as their description, analysis, and presentation.

By taking into account the insights gathered from the respondents, the qualitative section offered a thorough evaluation of the communication strategies employed by the case company. This was achieved by the quantitative component, which used statistical analysis to quantify how different techniques affected market penetration.

The assessment was conducted with the assistance of the integrated approach, which provided empirical validation in addition to contextual understanding.

3.3 Data Sources

3.3.1 Primary data sources

The research used firsthand insights (like surveys or interviews) with existing materials (such as reports or public records) to build a well-rounded perspective. The researcher collected Primary data through face-to-face interactions with respondents. This kind of data comes from original sources and is raw, meaning it has not been interpreted or analyzed before this study. It includes new evidence collected by the researcher during the research process. The methods section explains the detailed steps for gathering, organizing, and using these datasets while ensuring strict analytical accuracy. This data is specifically designed by the researcher to address the research questions. The purpose of gathering primary data is to obtain firsthand information regarding the subject of the study.

3.3.2 Secondary data sources

Secondary data for this study was collected from a variety of credible and relevant sources. These include organizational records, strategic plans, performance reports, internal marketing documents, and brochures. Additional data was obtained from both published and unpublished materials such as leaflets, workshop proceedings, and news media coverage. The researcher also reviewed government reports, business magazines, library resources, and online content, which provided broad access to current information and sector-specific insights. Company-specific materials and relevant statistics were observed to understand BKG's communication strategies and electric vehicle assembly practices.

3.4. Data collection Methods

The researcher used descriptive and exploratory approach. The study adopted both quantitative and qualitative data collection methods in line with the mixed methods research design.

3.4.1 Primary data collection

The researcher collected primary data from the respondents (population) using unstructured interview and questionnaires. Both closed ended and open ended questions have been used to collect information from selected respondents of staff of the company customers and potential customers. The open ended question helped the researchers to gather information about the feelings and intentions of respondents to ward the company.

The primary data collecting method have been applied through questionnaires. Collecting primary data through structured questionnaires have carried out by sending questionnaires for Manager, marketing and sales leader.

3.4.2 Face-to-face interview with informants

Similarly, In-depth interviews also conducted with the case company manager, marketing and sales leader to comprehensively address research questions as well as to collect relevant information for this study.

The researcher also approached marketing and promotion experts to ask how the case company used platforms for market penetration communication strategy. In addition, the research interviewed Ministry of Transport and Logistics how the government policy, particularly Transport Minister supports electric vehicle assembly plants.

The questionnaires administered in this research gave important and quantifiable information regarding the degree of consumer awareness, in addition to the success of the overall communication techniques utilized. As Dillman et al. (2014) highlighted, formal questionnaires are good tools that play a significant role in collecting standardized feedback, which is vital when carrying out detailed marketing research.

3.5. Population, sample Size and Sampling technique

3.5.1 Population

The target population for the study comprises individuals with direct involvement in or knowledge of the case company (BKG) Metal Engineering complex and related external entities. This population consists of three distinct strata: Internal company staff, External stakeholders in the Electric Vehicle industry, and Current and potential electric car customers.

Given the varied nature of these subgroups, stratified sampling was employed to ensure proportional representation of each stratum in the study sample. As the study focus on assessing market penetration communication strategies, both the case company and the consumer (pubic

and institutional stakeholders) were considered in the units of analysis. A combination of purposive and convincing sampling techniques was employed to ensure participants were relevant and accessible.

3.5.2 Sample Size

The sample was drawn from the overall population. The researcher included 114 participants who were selected using purposive sampling technique to assess communication approaches that Belayneh Kindie Group (BKG) uses to promote electric vehicle sales in the market. The research included employees from Belayneh Kindie Group and other stakeholders who had knowledge about electric vehicles in Ethiopia.

The research sample distribution takes the following structure:

Internal Participants from BKG:

This research surveyed two members of Belayneh Kinde Group (BKG) at the level of general manager and marketing/sales officer.

5 workers who works in operational and administrative departments responded to structured survey questionnaire

External Stakeholders and Experts:

Interviewees, including:

1 official from the Ministry of Transport

2 marketing and communication experts

1 Expert from Green Mobility Ethiopia

1 Customer and Potential Customers:

102 individuals completed structured questionnaires. The survey participants include individuals who owned electric vehicles, potential customers and marketing and communication experts who are supposed to deliver important insights from user behavior.

3.5.3 Sampling Techniques

The study employed stratified purposive sampling to ensure comprehensive representation across three key stakeholder strata defined in Section 3.4.1. This dual approach combined Stratification and purposive sampling to maintain group proportionality and Purposive selection of participants with specialized knowledge.

Table3.5: Stratified Sampling Framework with Size Justification

Stratum	sample size	Data collection	participants composition	sampling
1.Internalstaff	7	Survey:5 Interview:2	-Production staff (5 surveys) - Manager (interview) - Marketing/Sales Head (interview)	Census approach: Covered 100% of BKG's specialized EV team to capture complete operational perspectives
2. Experts	4	Interviews: 4	-senior Green Mobility expert - Ministry of Transport - Marketing experts (2)	Saturation principle: Achieved comprehensive sector coverage across policy, technical, and commercial domains
4.Customer	103	- Surveys: 102 - Interview: 1	- Current customers (102 surveys) - Potential customer (1 interview)	Statistical reliability: Exceeds minimum sample (n=96) for 90% confidence level with 8% margin of error
Total	114			

The study utilized purposive sampling to identify participants with specialized knowledge or direct engagement relevant to Belayneh Kindie Group's (BKG) electric vehicle market strategies. Given the special focus on Ethiopia's emerging EV sector, this approach ensured the inclusion of stakeholders uniquely positioned to provide actionable insights such as BKG customers, marketing and communication experts, policymakers, and employees involved in the assembly or distribution process.

While the initial aim was to engage 114 individuals participants were selected based on their proximity to BKG's operations or their role in Ethiopia's sustainable mobility initiatives, ensuring alignment with the study's objectives.

To address partial non-response, successive follow-ups and supplementary data from BKG's internal reports and national policy frameworks were included to the reliability of findings. The sample size, though slightly below the original target, proved sufficient for generating insights, consistent with qualitative research principles where depth of understanding often prioritizes larger quantities of data (Guest et al., 2006). By focusing on quality of engagement over numerical thresholds, the study maintained its capacity to explore context-specific communication strategies shaping BKG's market penetration efforts.

Accordingly, participants were selected purposefully from a diverse set of individuals, both internal and external to the company, who are assumed to possess sufficient knowledge about the communication efforts and market dynamics of electric vehicles in Ethiopia.

The sample included: 2 key informants from the case company: the General Manager and a Marketing and Sales Officer, both selected for their strategic and operational insights.

The sample includes 102 respondents drawn from current and potential electric vehicle customers 5 employees from the company's operational and administrative departments, who filled out structured questionnaires. These individuals were selected based on their potential as consumers of EVs and their exposure to communication strategies used by BKG.

3 additional experts were interviewed, including: 1expert from the Ministry of Transport, 2 marketing and promotion expert and 1 senior expert from Green Mobility Ethiopia

The selection of participants from various stakeholder categories including company insiders, sector professionals, and external market participants was based on the expectation that each would provide unique perspectives relevant to the research objectives.

Given the specialized nature of electric vehicle technology (Bakker & Trip, 2013) and the emerging status of Ethiopia's EV market, only a limited number of individuals were deemed suitable as primary data sources.

3.6 Data Analysis

After collecting the necessary information from both primary and secondary sources the researcher processed the data to meaningful information. Depending on the type of data collected both quantitative and qualitative approach has been conducted.

The researchers analyzed their market penetration communication strategies data by combining quantitative and qualitative methods to offer an in-depth assessment of BKG electric vehicles assembled in Ethiopia.

A total of 105 participants responded to structured questionnaires which included 5 employees of the case company and 102 customers and potential customers of electric vehicles. The collected information was processed in Statistical Package for the Social Sciences (SPSS). The analysis employed descriptive statistics measuring frequencies and calculating percentages to identify principal patterns among participants concerning their knowledge and reactions toward marketing initiatives.

Semi-structured interviews both in Amharic and English served as the research method for collecting qualitative data through five purposefully chosen key informants. The research included essential participants such as the General Manager alongside a Marketing and Sales Officer from the case company and Ministry of Transport expert, representative from Green Mobility and marketing and promotional expert. The research data from interviews underwent thematic analysis from which researchers isolated essential patterns, deep insights and appropriate perspectives tied to the study goals. Researcher analysis followed the essential topics of the research which included assessment of communication outcomes and stakeholder participation along with market-related problems.

Both qualitative and quantitative research methods worked together for the researcher to validate their results while obtaining enhanced comprehension regarding the communication strategy of Belayneh Kinde Group Electric Vehicle Assembly Plant together with their success rate in Ethiopian electric vehicle product marketing.

The integration of both methods allowed the researcher to triangulate findings, ensuring reliability and raise the understanding of the communication strategies used by the Belayneh Kinde Group Electric Vehicle Assembly Plant and their effectiveness in promoting electric vehicles in the Ethiopian market.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

Chapter 4 discusses the analysis and findings of data collected from both quantitative and qualitative sources to evaluate the market penetration communication strategies used by BKG Electric Vehicle Assembly Plant. It begins by describing the demographic characteristics of respondents, followed by an analysis of consumer awareness, perceptions, and attitudes toward electric vehicles. The chapter also examines the effectiveness of BKG's communication efforts, as perceived by customers, stakeholders, and experts. Insights from interviews and survey responses are integrated to provide a comprehensive assessment of BKG's current strategies and their impact on market penetration. This analysis sets the foundation for drawing conclusions and providing recommendations in the subsequent chapter.

This chapter presents a comprehensive analysis of the primary and secondary data collected to assess the market penetration communication strategies employed by Belayneh Kindie Group (BKG) Electric Vehicle Assembly Plant in Ethiopia. Utilizing a mixed-methods approach, the analysis integrates quantitative insights from structured questionnaires and qualitative perspectives derived from in-depth interviews with key stakeholders including BKG management, marketing experts, government officials (Ministry of Transport), Green Mobility specialists, and potential customers. The chapter is structured thematically to address the study's core research questions: (1) current communication strategies, (2) their effectiveness in raising awareness and market penetration, (3) challenges in conveying EV benefits, and (4) opportunities for innovative strategies. Quantitative data were processed using SPSS to generate descriptive statistics (frequencies, percentages), while qualitative responses underwent thematic analysis to identify recurring patterns and contextual insights.

The findings are organized to first contextualize respondent demographics, followed by an evaluation of EV awareness, consumer perceptions, BKG's strategic efficacy, barriers to adoption, and stakeholder recommendations. This systematic presentation aims to provide actionable insights for optimizing BKG's communication framework and advancing Ethiopia's transition to sustainable mobility.

4.2.1 Demographic Information of Respondents.

Presenting the characteristics of respondents is very important, as it provides a foundation for assessing the reliability and relevance of the gathered data. Understanding who the respondents helps to estimate the accuracy of the information provided by them and assess the extent to which the responses can be consider credible. Moreover, it offers insights into how capable and representative the respondents were in answering the questions forwarded to them. Therefore, it makes the research results more reliable and concrete.

Table4.1

Variable	Frequency	Percent	Cumulative percent
Male	64	67%	67%
Female	36	33%	100
Total	100	100	-

Source: Own Survey, 2025

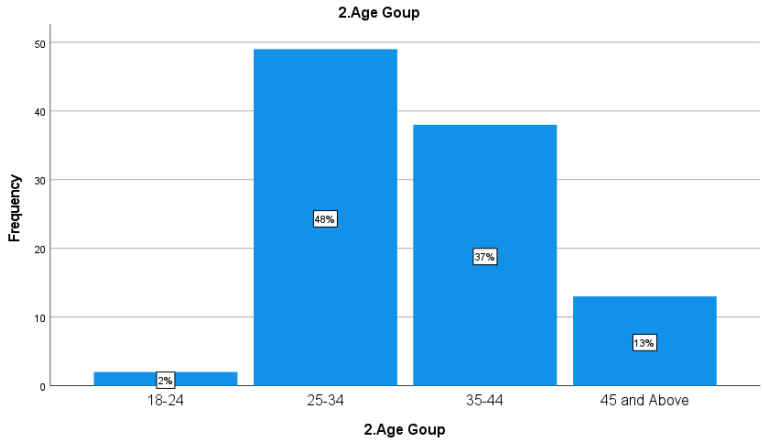
As it is indicated in Table4.1, 67% of the respondents were male, while 33% were female. This gender distribution indicates that male participants constituted a large portion of the study sample compared to Female respondents.

This implies that the above table offers critical insight into the basic challenges associated with BKG's market penetration communication strategies. This male-dominant participation reflects Ethiopia's broader automotive landscape, where vehicle purchasing decisions are traditionally male-driven. However, this also suggests that BKG's current communication strategies may be unintentionally tailored to male consumers, potentially overlooking the unique preferences, concerns, and influence of female buyers despite their increasing role in household purchasing decisions.

This underrepresentation of women highlights a critical gap in understanding how gender dynamics influence EV awareness and adoption. It indicates that BKG's marketing strategy may lack tailored messaging for women, thereby missing a significant segment of the potential market.

Therefore, Table 4.1 not only describes who the respondents are but also directly reveals a structural communication flaw. Addressing this gap requires inclusive messaging strategies that reflect Ethiopia's diverse consumer base. Future campaigns should incorporate female voices, leverage female influencers, and emphasize benefits relevant to women to effectively promote electric vehicles in Ethiopia.

Figure4.1. Age Group



Source: Own survey, 2025

According to the above figure, the majority of responders are between the ages of young adults and middle-aged. In particular, the largest age group in the sample is 25–34 years old, accounting for 48% of participants. Those between the ages of 35 and 44, who make up 37 of the respondents, come next. The survey mostly represents the opinions of persons in their prime working and career-building years, since those between the ages of 25 and 44 make up 85% of the sample as a whole. The youngest group, those between the ages of 18 and 24, barely makes up 2% of the sample.

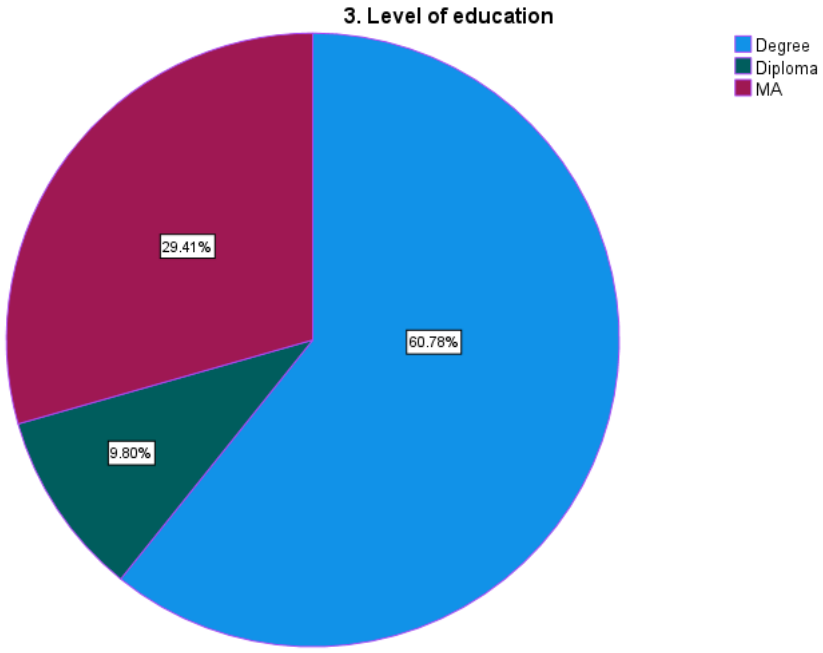
Figure 4.1 reveals that the majority of respondents fall within the age ranges of 25–34 (48%) and 35–44 (37%), representing a combined 85% of the total participants. This age distribution has a direct implication for the study problem, which investigates the effectiveness of BKG's communication strategies in penetrating Ethiopia's electric vehicle (EV) market.

These age groups are typically in their prime working years, more digitally active, and more open to adopting new technologies making them a key target for EV marketing. Their dominance in the sample indicates that current communication channels, especially digital platforms like social media (which your data also confirms as the main source of EV awareness at 45.1%), are reaching a receptive audience.

However, the underrepresentation of the 18–24 age groups (2%) and the 45+ segment (13%) shows a communication gap. Younger people represent the future EV market, while older consumers may have more purchasing power but different informational needs. Their limited

presence suggests that BKG's current strategies may not be inclusive or diverse enough in messaging and platform selection. To improve adoption across all age groups, BKG should broaden its messaging by using youth engagement campaigns

Figure 4.2. Educational Background



The chart illustrates the distribution of education level among surveyed group categorizes into 4 types namely Degree, Diploma, MA and PhD.

- Thus, Diploma holds close to 62 % of respondents indicating it is the most common qualification in the surveyed population.
- Only about 30% have degree while fewer than 11% hold MA (Masters).

So, the data in Figure 4.2 shows that most respondents hold a degree or higher, indicating a relatively educated sample. This has a direct implication for the study problem: as the level of education increases, understanding and awareness of electric vehicles (EVs) also improves. This suggests that BKG's current communication strategies may be more effective among educated audiences but may not adequately reach or influence less-educated segments.

Therefore, the study problem low market penetration is partly due to communication strategies that are not inclusive or simplified enough for broader public understanding, limiting widespread EV adoption.

Table4.2. Employment Status

Employment Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	71	69.6	69.6	69.6
	self-employed	30	31	31	99.0
	student	1	1.0	1.0	100.0
	Total	102	101.6	101.6	-

Source: Own survey,2025

A total of 102 respondents answered for the survey questionnaire. The result shows that the majority of respondents, 71 individuals (69.6%) are employed. A significant portion, 30 individual's close (31%) identified themselves as self-employed indicating that nearly one-third of the respondents work independently or run their own business. Meanwhile, only 1respondent or (1.0%) answered he/she is a student.

4.2.2 Awareness and knowledge of electric Vehicles (EVs)

Table 4.2.1

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Familiar	25	24.5	24.5	24.5
somewhat	73	71.6	71.6	96.1
unfamiliar	4	3.9	3.9	100.0
Total	102	100.0	100.0	

Source: Own survey, 2025

The above table summarizes the respondent's familiarity. Out of 102 respondents close to 25% respondents are familiar, 72% were somewhat familiar and only 4% were unfamiliar with electric vehicle.

According to the data approximately 72% or a majority are somewhat familiar, this shows there is a room for improvement in enhancing their knowledge. It might need more communication ,

marketing or public awareness to move people from somewhat familiar to make them more familiar.

Table 4.2.2 Where did you learn First about Electric Vehicles (EVs)?

Response category	Frequency	Percent	Valid Percent	Cumulative Percent
Advertisement (Billboards, Flyers etc)	5	4.9%	4.9%	4.9%
social media	46	45.1%	45.1%	54.9%
Television or Radio	27	26.5%	26.5%	81.4%
word of mouth	19	18.6%	18.6%	18.6%
others please specify	5	4.9%	4.9%	9.8%
Total	102	100.0	100.0	100.0

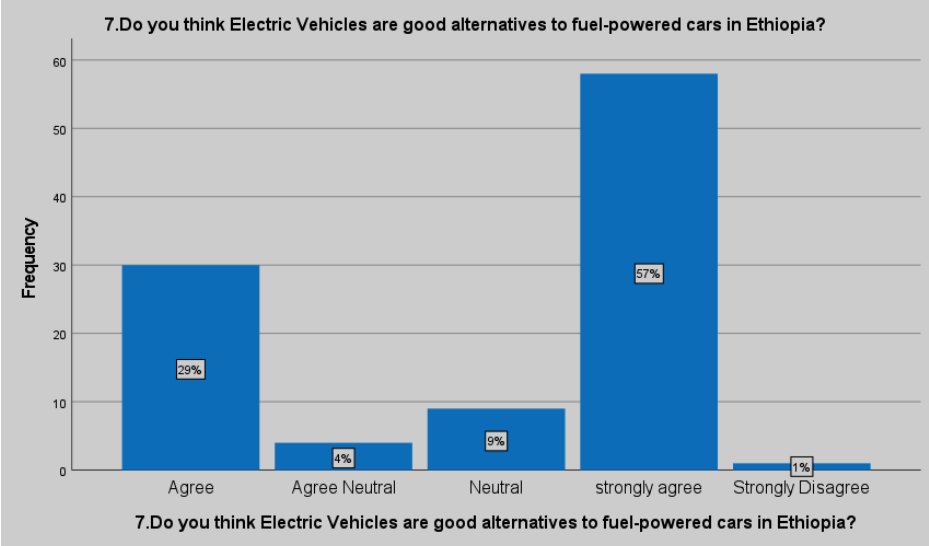
Source: Own survey, 2025

The above table illustrates that social media is the dominant platform for the awareness of electric vehicles (EVs) with 45.1 % of respondents first learning about EVs through this platform. This indicates that the critical role of digital platforms in shaping consumer awareness and driving the interest in evolving technologies. Television or radio follows as the second most influential platform, accounting for 26.5 or nearly 27 % of responses, which outlines the enduring significance of traditional media in spreading information to the broad audience. In contrast, physical advertisements such as billboards and flyers had a low significance impact as it represents 4.5 % or nearly 5% of responses when combined. This depicts that static, non-digital advertising methods are far less effective inn capturing attention compared to dynamic digital and broadcast channels.

The other factor is word of mouth among the alternatives presented to respondents in which nearly one in five respondents (18.6%≈**19%)**mentioning personal recommendations as their first introduction to EVs. This shows how much social networks important and peer influence in disseminating awareness, particularly for technologies that may benefit from trusted, community driven advocacy. These findings reveal that over 80 % of respondents learned EVs via either social media or Television/radio, indicating the outsized role of digital and traditional media in shaping early-stage awareness.

This idea signal the need for EV marketers to prioritize campaigns on platforms where audiences are most actively engaged in social media while enhancing the reach of television and radio to reinforce messaging. On the other hand, the lower impact of physical advertisements suggests the need to move resources toward more impactful platforms.

Figure4.2.3.Public perception of electric Vehicles in Ethiopia: Agreement levels



Source: own survey, 2025

The above chart illustrates respondents' opinions on whether electric vehicles (EVs) are good alternatives to fuel-powered cars in Ethiopia. 57% of respondent strongly agreed that EVs are good alternatives, showing significant optimism towards their adoption. And 29% "agree" with the notion resulted in a combined positive perception of 86%. This suggests that most participants see EVs as a promising solution for the country's transportation needs. Meanwhile, close to 9% of respondents selected neutral, indicating there is a degree of uncertainty or lack of confidence or strong opinion. Only 1% showed up strongly disagrees, this underscores minimal resistance from fuel to electric vehicle transition.

Table4.2.3 Frequency and percentage distribution of key Benefits of owing EVs survey result

Reponses factors	Frequency	Percent	Valid Percent	Cumulative Percent
Cost Saving (Fuel and Maintenance)	50	49.0	49.0	49.0
Environmental suitability	46	45.1	45.1	94.1
Government Incentives (e.g Tax exemptions)	1	1.0	1.0	95.1
Improved technology/performance	5	4.9	4.9	100.0
Total	102	100.0	100.0	

Source: own Survey, 2025

The above table shows that factors that motivate customers to prefer electric vehicles based on a sample of 102 respondents.

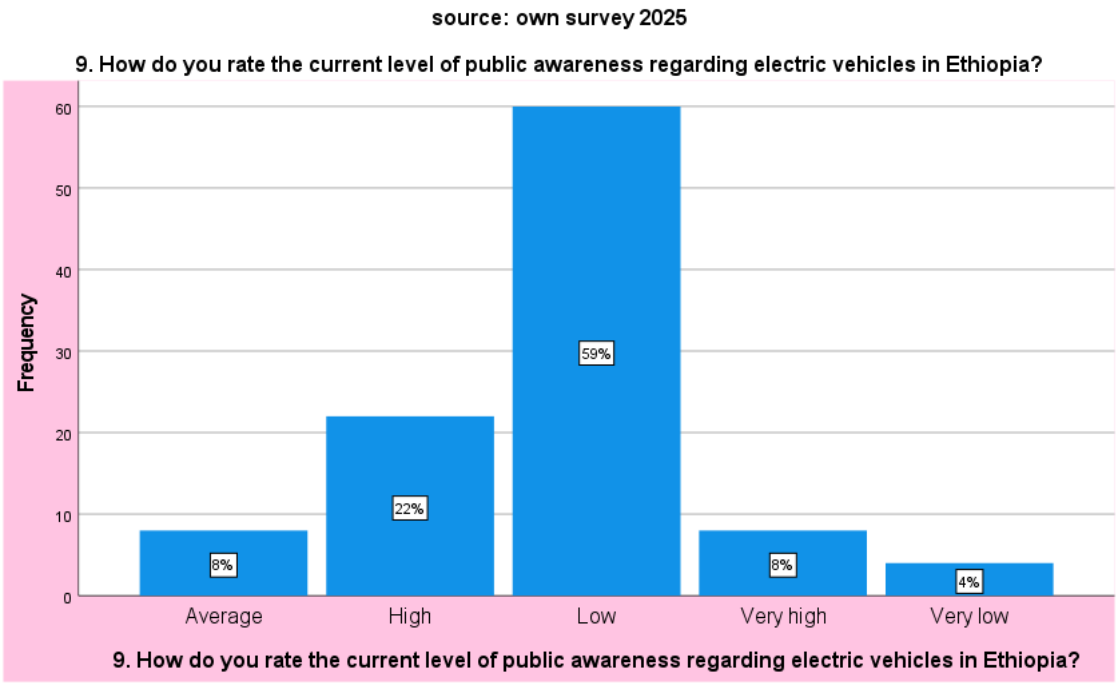
50 respondents (49%) selected Cost Saving (Fuel and Maintenance) as the most significant factor. This in turn shows that half of the respondents see saving money on fuel and maintenance as their primary motivation.

46 respondents (45.1%) chosen environmental sustainability as second most important factor to own electric car. 94% of respondents are motivated either by cost saving or environmental benefits.

Government incentives like tax exemptions are the least motivating factor with only 1 respondent (1%) chosen it.

Improved technology / performance motivates 5 respondents (4.9%) showing that while technology is a factor. It is less influential compared to cost and environment, according to the survey.

Chart4.2.4 EV awareness in Ethiopia Public Perception Ratings



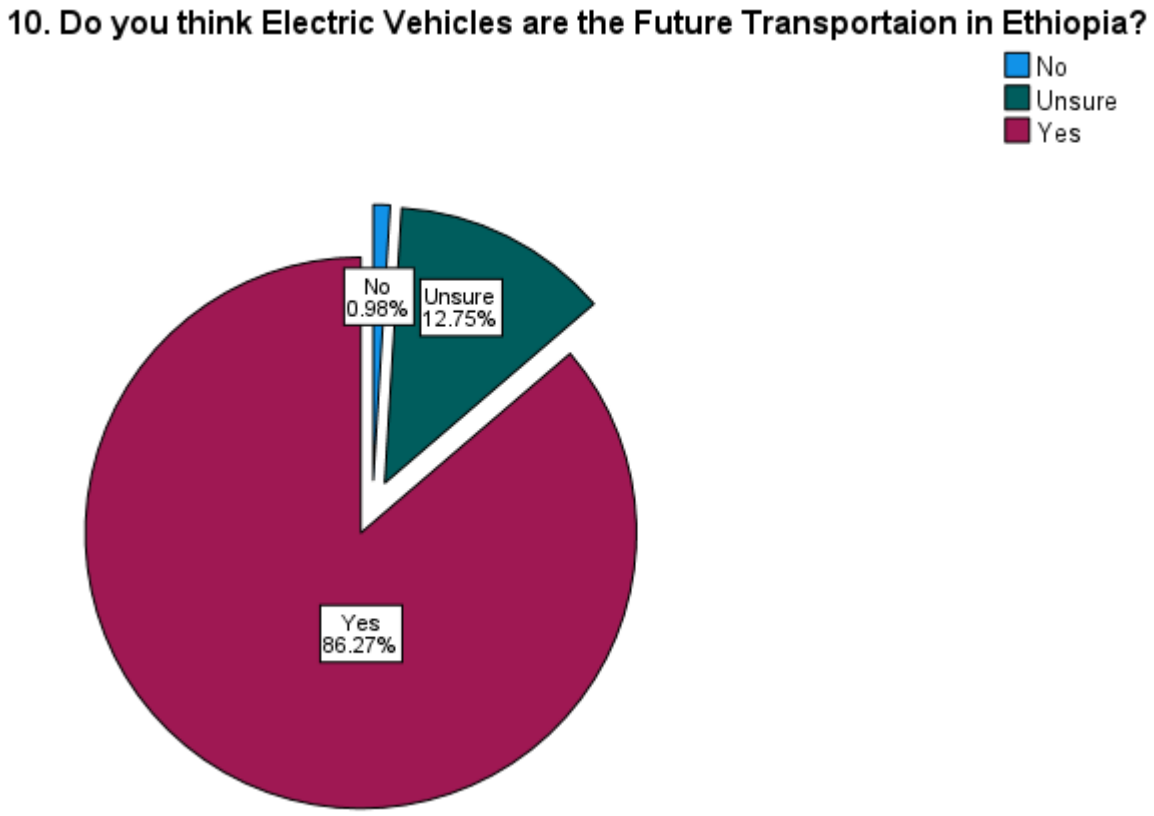
Source: Own Survey, 2025

The chart illustrates respondents' perceptions of the current level of public awareness regarding electric vehicles in Ethiopia. The result indicates a predominant view that public awareness is low with 59% of respondents rating it as such. This significant number, signifying that despite the global rise of electric vehicles public awareness and understanding in Ethiopia remain is low.

In contrat,22% of respondents rated public awareness as high , showing that while some awareness moves may exist , they are not widespread enough to shift the general perceptions. Smaller portions of respondents rated awareness as average (8%) and very high(8%) and only 4 believe public awareness is very low.

The data vividly reveals that the overall perception is that awareness about electric vehicles is not adequate. This suggests a critical need for targeted public education campaigns and promotional efforts to make more familiarize and acceptance of Electric vehicles among the Ethiopian people.

Chart4.2.5. Ethiopia's EV Future



Source: own survey, 2025

According to the above chart, most survey respondents or 86.3% indicated that EVs will become Ethiopia's future transportation choice.

Most people believe EVs either will release into the market or are able to succeed soon or cannot be avoided.

The survey results showed "No" was selected by a tiny fraction of 0.9% because people had minimal doubts about electric vehicles.

The results imply that people consider the problems with infrastructure and price to be temporary or solvable. On the other hand, some (13 %) answered unsure, likely as a sign that either they lacked enough details on how Ethiopia will transition to electric vehicles, or they are unsure about whether it is possible yet.

The "Yes" response holds significant implications for policy makers and the industry. Such public awareness could accelerate investment.

Table 4.2.6 Awareness and perceptual Insights to BKG

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
No	15	14.7	14.7	14.7
Yes	87	85.3	85.3	100.0
Total	102	100.0	100.0	

Source: Own Survey, 2025

The table presents the distribution of responses to (Yes/No) questions from a sample of 102 respondents.

Out of 102 respondents 87 (85.3) answered yes while 15 (14.7%) answered "No". The results could reflect clear agreement with the statement. However, the specific context of the question which was not here is important for precise interpretation.

Table 4.2.7Frequency and Percentage Distribution of Respondents' Awareness of Electric Vehicle Assembly Plants

Response	Frequency	Percent	Valid Percent	Cumulative Percent
BelaynehKindie Group Electric vehicle (BKG)	15	14.7	14.7	96.1
Marathon Motors	3	2.9	2.9	99
Hyundai	50	49.0	49.0	49.0
All	33	32.4	32.4	81.4
Other (please specify)	1	1.0	1.0	100
Total	102	100.0	100.0	

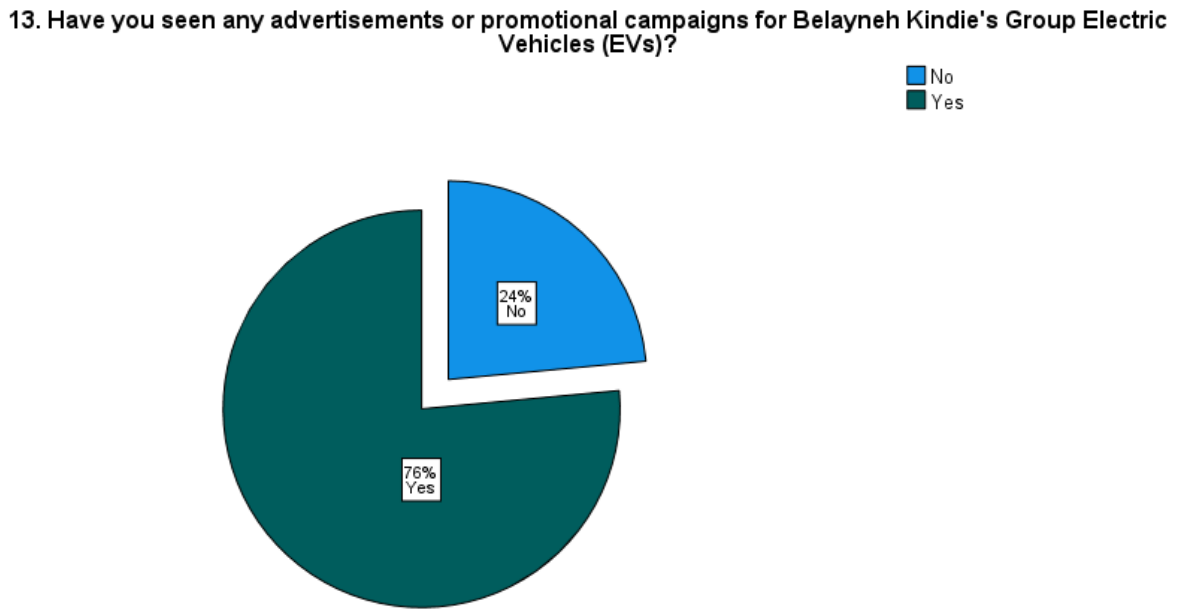
Source: Own survey,2025

The table presents how people in Ethiopia know and prefer electric vehicle assembly plants. Hyundai emerges as the outstanding brand that people recognize since 49% of survey participants chose it which demonstrates its strong market position and brand leadership. The survey data reveals that 32.4% of participants would consider multiple electric vehicle brands after Hyundai so the market shows flexibility by accepting various options. The survey revealed Belayneh Kindie Group (BKG) received selection from 14.7% of survey participants. The 14.7% of respondents choosing Belayneh Kindie Group represents a positive outlook for the company since it entered the Ethiopian electric vehicle market recently.

Few respondents (2.9%) chose Marathon Motors which suggests poor recognition or disinterest toward this brand among Ethiopian consumers.

The research demonstrates Hyundai leads the market strongly yet BKG and other manufacturers should concentrate on engaging customers who prefer brands beyond Hyundai to expand their market position. Results demonstrate that the Ethiopian electric vehicle market remains dynamic since proper marketing initiatives and positioning strategies would potentially impact customer preferences.

Chart 4.6 Assessment of promotional campaigns by BKG



Source: Own Survey, 2025

The researcher asked respondents on the survey to assess the respondents' exposure to Belayneh Kindie's Group Electric Vehicle (EV) advertising or promotional campaigns.

76 % of respondents answered "Yes" and 24%s answered "No"

Although the campaign's performance is demonstrated by the 75% awareness rate, close to 24% gap could increase Belayneh Kindle's Group EV market penetration. This gap will be closed with the aid of strategic improvements in messaging, channel diversity, and targeting.

Effective promotion is key for business sustainability, as it shapes consumer perceptions and fosters lasting brand relationships. At the heart of this process lies the promotional mix a

holistic strategy combining personalized outreach (e.g., direct sales), paid media campaigns, community engagement (public relations), incentive-driven tactics (sales promotions), and targeted digital communication. By aligning these elements cohesively, businesses can amplify their market presence, adapt to shifting consumer behaviors, and sustain growth across evolving economic landscapes. The IMC framework underscores this synergy, advocating for consistency across channels to maximize engagement and profitability.. They are used as tools to communicate to the target market and produce organizational sales goals and profits (Kotler, P., & Armstrong, G. (2018). Principles of Marketing (17th ed.)

Table 4.2.8 BKG EV Advertising Effectiveness

Responses	Frequency	Percent
Television	54	53%
Radio	2	3
Social media	31	30%
News paper	15	14%
Total	102	100%

Survey: Own source, 2025

As part of the study the researcher asked respondents if the answer is “Yes” If yes where did you see the advertisements. Out of 102 respondents 54(53%) of them replied they see the advertisement on Television. 2 respondents heard the advertisement about EV on Radio, Meanwhile, 31 (30%) saw Belayneh Kidie’s EV advertisement on social media while 14(15%) respondents access on newspaper.

According to the survey, Advertising objectives seeking broad reach effectiveness need to focus foremost on television channels but should supplement this strategy with social media activities. Newspapers and radio maintain supplementary functions in advertising while addressing particular market segments or audiences.

Table4.2.9 Effectiveness of BKG's Communication Efforts in promoting Electric Vehicles

Response rate	Frequency	Percent
Effective	30	29.4%
Ineffective	41	40.2%
Neutral	27	26.5%
Very effective	3	2.9
Very ineffective	1	1.0
Total	102	100.0

Source: Own survey, 2025

The table presents respondents rating regarding the effectiveness of Belayneh Kindie's Metal engineering complex communication strategies in promoting electric vehicles.

Out of 102 respondents 40.2% (41respondents) rated the communication strategies as effective making it the most common response by the respondents.

A significant proportion of the respondent shows serious doubt about the promotional efforts' current effectiveness.

29.4% (30 respondents) found the promotional approaches effective, suggesting that while some promotional efforts are appreciated. Some 26.5 %(27 respondents) showed up a neutral stance. This relatively high neutrality could imply indecisiveness among them or low awareness and exposure to the communication strategies which itself signals the promotional work may not be reaching or influencing enough people.

The survey participants considered the strategies to be very effective among 3 respondents (2.9%) yet only 1 respondent (1.0%) believed these strategies to be very ineffective.

The research results establish that BKG needs to fundamentally enhance its communication methods.

The current communication approaches receive negative feedback from 41% of respondents while achieving positive results from only 32% according to the "effective + very effective" summary rating. Therefore, current approaches fail to register with the target audience.

A considerable number of respondents failed to show any reaction to communication strategies because there might be challenges regarding audience interaction as well as message understanding.

According to Kotler and Keller (2016), "effective marketing strategies are essential for creating, communicating, and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders." Without strategic, targeted, and compelling communication, even high-quality products may fail to achieve their intended market penetration.

Table4.2.10 Factors affecting purchasing decision Electric Vehicles from BKG

Response Rate	Frequency	Percentage
Price	44	43.9%
Performance (Range, speed, charging time)	7	6.9%
Availability of Charging Stations	21	20.9%
Environmental Impact	3	2.9%
Government Incentives (e.g. Tax breaks , subsidies)	1	1%
High initial cost	5	4.9%
Limited Range of EV(electric Vehicle) models	7	6.9%
Uncertainty about the future of electric vehicles	3	2.9%
all can apply	11	9.7%
Total	102	100

Source: Own Survey, 2025

The survey demonstrates that price functions as the main obstacle toward electric vehicle purchases at Belayneh Kindie's Group (BKG) control points because 43.9% of participants selected this as their primary hindrance. The high initial expense of electric vehicles stands as the primary buying obstacle for potential customers because these vehicles remain too costly for general adoption even with growing concern about green transportation. The survey revealed such affordability worries through findings that 4.9% of participants especially mentioned electric vehicle pricing costs. Electric vehicle accessibility needs improvement because the survey results reveal the necessity of reimbursement options linked to government support.

Another major concern for potential EV purchasers is charging facilities access because 20.9% of surveyed people raised this issue. Range performance and charging station availability make these concerns the main factor that motivates this outcome. The lack of dependable charging stations discourages potential buyers from exchanging gas-powered vehicles for electric ones.

The main issues identified by respondents consist of vehicle performance characteristics and the EV model availability which collectively amount to 6.9% of the considerations. The survey result demonstrates that Ethiopian consumers need diverse electric vehicles with reliable technology to satisfy their driving needs.

Environmental impact combined with future EV uncertainties was considered as important factors by 2.9% of respondents. The small percentages show two different reasons why certain consumers do not buy electric vehicles despite their environmental benefits.

People who mentioned receiving government incentives through tax breaks or subsidies accounted for just 1% of all respondents although the policy support could be insufficient or poorly known by consumers.

According to 9.7% of respondents all individuals should have access to the decision-making process which demonstrates that the process contains various multiple barriers.

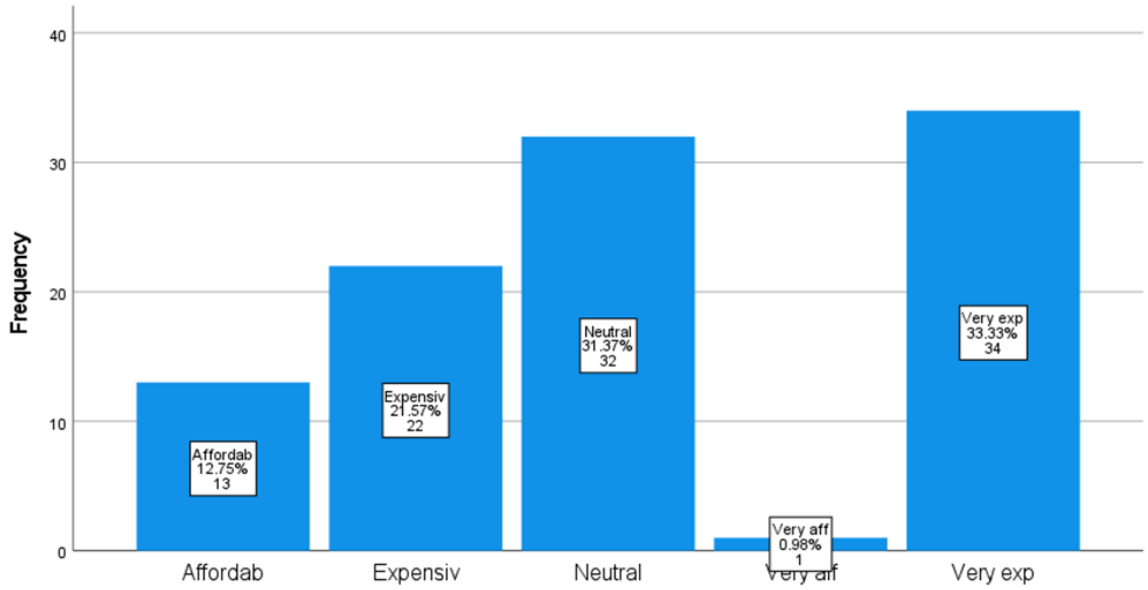
Economic challenges together with infrastructural challenges focused on prices and charging options stand as the primary barriers for BKG customers to adopt electric vehicles. The market will experience significant changes in consumer choices when cost reduction initiatives and infrastructure development and product range improvements and public awareness education reach consumers effectively.

The decision-making process for all consumers primarily depends on pricing because it constitutes a prevalent barrier to purchase. Price sensitivity stands as the key determinant consumers use in their decisions involving multiple products based on their prices according to Kotler and Keller (2016).

Rezvani, Jansson, and Bodin (2015) also confirms that financial considerations, including upfront purchase price, strongly affect potential customers' willingness to adopt EVs, even when they recognize the environmental benefits.

The product design together with model availability functions as a critical factor. Wang, Li, and Zhao (2017) indicated that key vehicle performance characteristics including battery range together with durability and technical reliability and aesthetic appeal are essential for EV adoption.

Chart 4.7Affordability of BKG EVs



Source: Own survey, 2025

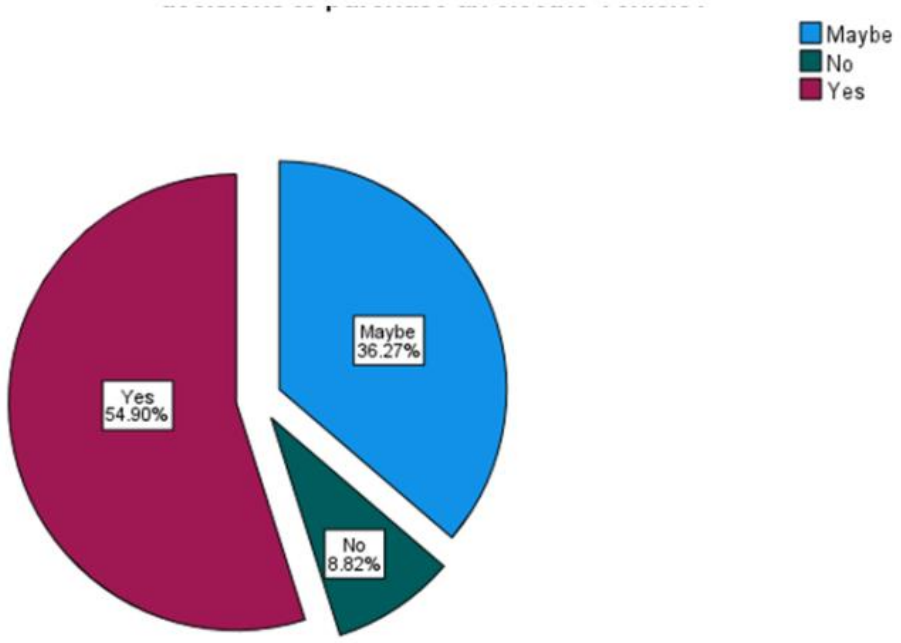
Respondents were asked through the survey if they would buy electric vehicles from the case company when prices become affordable. The survey results provided valuable data about customer perceptions regarding the purchasing affordability of BKG electric vehicles.

A total of 34 respondents answered BKG electric cars to be “very expensive” but 22 respondents stated “expensiveness”. The survey result demonstrates that cost stands as a challenge for people who want to buy electric vehicles from BKG. The perception of BKG vehicles being affordable was.

Thirty-two people chose a neutral response regarding the electric vehicles of BKG which demonstrates that a substantial part of their customer remains undecided about their products. The segment of potential customers who are undecided about electric vehicles gives BKG the opportunity to communicate transparently about pricing and total cost savings benefits of electric vehicles through targeted awareness campaigns.

Data gathered from the survey showed potential customer interest in electric vehicles yet the strong perception of their high price leads most people will not encouraged to buy. BKG’s electric vehicle penetration into the market can grow by improving affordability through suitable prices and financial options along with public information campaigns about electric vehicles

Chart4.2.11 purchasing electric Vehicles assessment

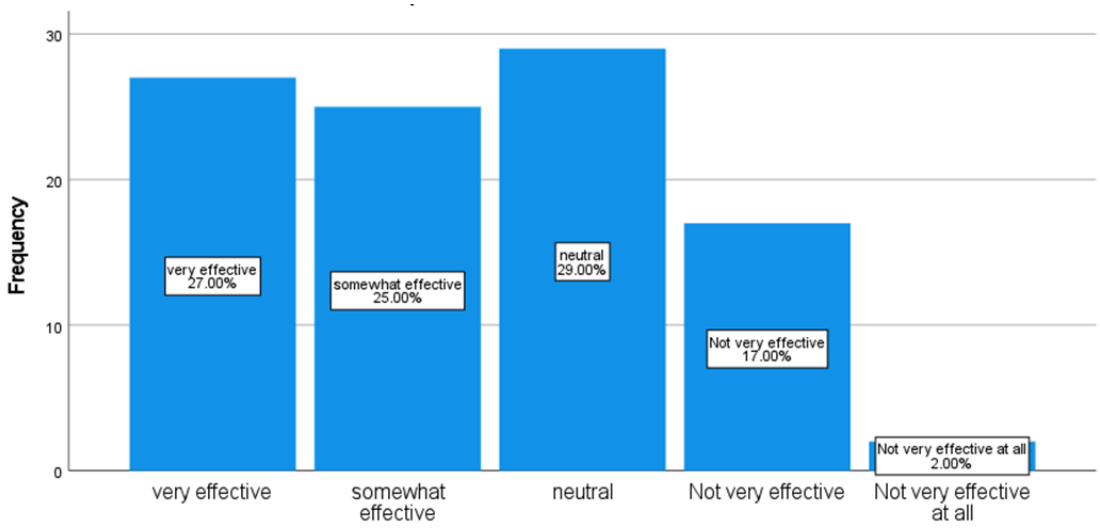


Source: Own survey 2025

The survey result indicates that sales promotions influenced electric vehicle purchasing decisions according to 54.9 (55) percent of respondents reported in the provided chart. Promotional strategies seem to impact how consumers act: 54% of people in the study (55 out of 102) said that incentives like lower prices or rewards programs would really motivate them to buy an electric vehicle. The combination of encouraging and uncertain answers reached 36.3% because respondents indicated some willingness toward the idea but needed further persuasion. Nevertheless respondents showed only limited interest to these marketing approaches since the "No" response reached just 8.8% of the total.

From the survey question about whether participants would buy an electric vehicle from the case company respondents tend to at reduced prices. This indicates Consumer interest greatly increases when affordability combines with strong promotional strategies according to the analyzed data.

Chart4.2.12 Impact of Sales Promotions on Purchase decision



Source: Own Survey, 2025

The chart illustrates perceptions of how sales of how sales promotion like discounts, lucky draws influence their decision to purchase electric vehicles.

Out of 102 respondents almost half of respondents chose promotions were effective in changing their buying decisions through incentives by showing very effective (27%) and somewhat effective (25%) results.

The survey result revealed that 29% of respondents expressed no clear opinion despite this figure depicts neutral opinion from respondents. Marketers should use this segment to create specific or original marketing initiatives for turning indifferent buyers to eye EV purchasers.

Significant amount or 81% of respondents answered promotional approaches as effective when measured on a scale between not effective at all (2% and not very effective (17%).

Based on the survey result sales promotions mechanism demonstrate average effectiveness in changing customer preference toward electric vehicles since number of respondents answered neutrally or positively to the strategy. Promotional strategies needs better development to reach neutral audience segments since it would boost their customer engagement and motivation.

Sales promotion schemes, including discounts and coupons significantly impact consumer buying behavior **(**Sharma, S. K. (2024).The survey suggests that such promotional strategies can affectively influence purchasing decisions.

Table4.2.11. Preferred sales promotion type

Responses	Frequency	Percent%
Discount on the purchase price	22	21.6
Free charging incentives	6	5.9
Lucky draws or prize giveaways	5	4.9
Paying in smaller monthly payments instead of the full amount at once	10	9.8
All can apply	59	57.8
Total	102	100

Source: Own Survey, 2025

The researcher wanted to know which types of sales promotion would most encourage respondents to buy Belayeneh Kindies' electric Vehicle.

As shown in the table, majority of respondents (57.8%≈58) answered that "All can apply" ; a combination of multiple sales incentives would most encourage to purchase. This provides a multifaceted promotional approach, rather than a single strategy, is more attractive to potential EV buyers. On the other hand buyers are not encouraged by incentives alone but prefer a comprehensive value package that will included discounts , free charging stations, flexible payment plans, and prize opportunities.

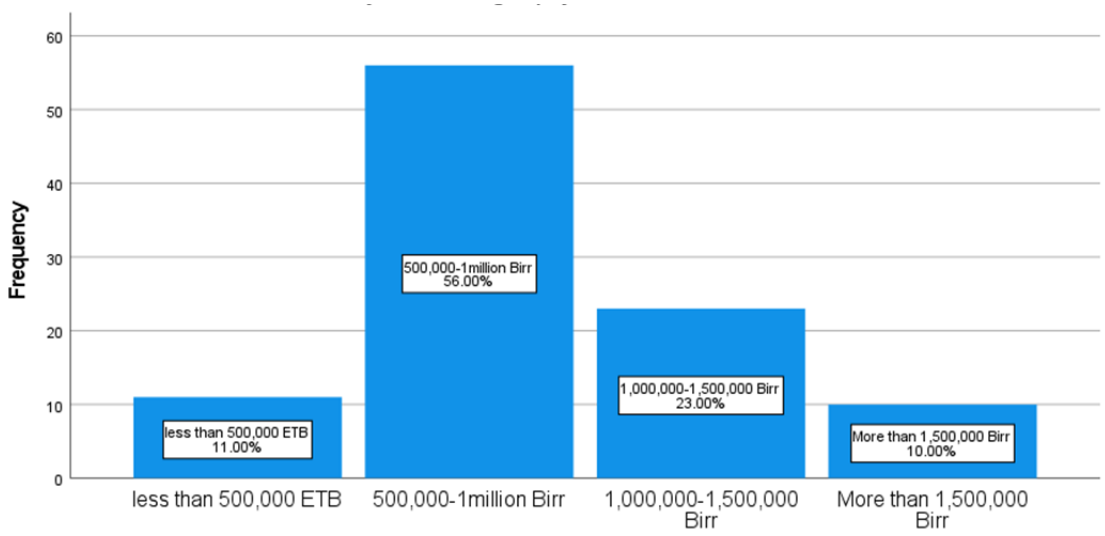
21.6 %≈22 of respondents preferred discount purchase. This indicates direct financial incentives remain a crucial encouraging factor in affecting customer's behavior, particularly in the context of costly products like electric vehicles.

9.8% ≈ 10 percent respondents of replied paying in smaller or install monthly payments. This preference reflects price sensitivity of buyers and the interest of easing the finical issues like loans with banks or any other institutions.

The survey result revealed that free charging incentives received the answer of 5.9% followed by lucky draws or prize giveaways with support from 4.9% of the participants. These promotional strategies which appear attractive to consumers seem unable to create as strong an impact as direct cost savings or comprehensive offers possibly due to their limitations regarding certain benefits.

The result can be interpreted or suggests that Belayneh Kindie needs promotional strategies related with discounted prices and flexible payment choices to successfully penetrate the market by generating consumer interest and purchase interest.

Chart 4.2.13 Price preferences for BKG EVs: Survey Based analysis



Source: Own Survey, 2025

The chart presents price preferences of respondents. Based on the survey only 11% of respondents are willing to pay 500 thousand ETB and 50% subscribe to pay500, 000-1millin Birr.

And 23% of respondents answered 1million-1.5 million Birr while more than 10 respondents answered to pay > 1.5 million Birr.

The data provides a foundational understanding of customer priceing preferences which can guide BKG's pricing strategy and product positioning.

Table 4.2.14 Effective communication Strategy in promoting BKG's EVs: Survey

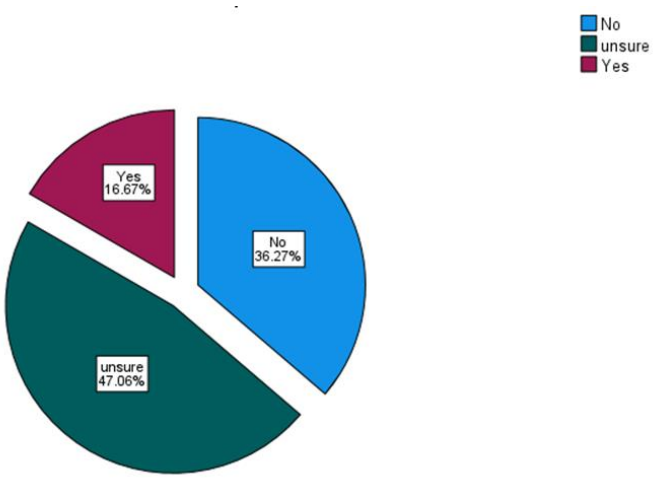
	Frequency	Percent	Valid Percent	Cumulative Percent
Effective	24	23.5	23.5	23.5
Ineffective	35	34.3	34.3	57.8
Neutral	37	36.3	36.3	94.1
Very effective	4	3.9	3.9	98.0
Very ineffective	2	2.0	2.0	100.0
Total	102	100.0	100.0	

Source: Own Survey, 2025

As shown in the table among the alternatives provided to the respondents "neutral" response takes the largest proportion with 36.3% (n=37) of respondents indicating neither effective nor ineffective perception in the survey asked effectiveness of BKG's communication strategies inn promoting electric vehicles to the public. This implies there is a significant level of uncertainty about the communication efforts of the case company.

Out of 34.3 %(n=35) respondents answered ineffective while 23.5% (n=24) accounted effective. This suggests a considerable respondent perceive BKG's communication strategies lack effectiveness and 1/4th respondents recognized efforts of communication effectiveness of the company.

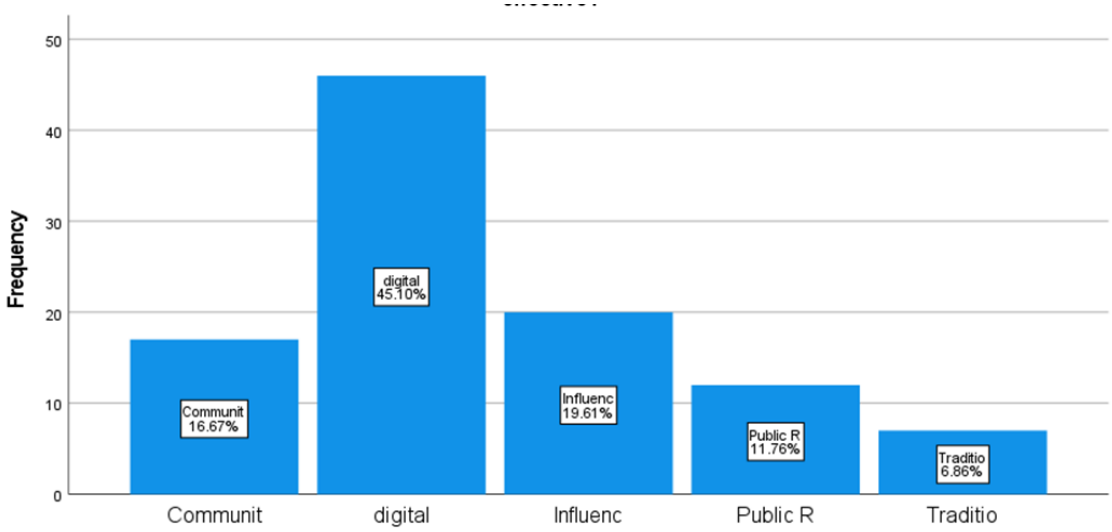
Chart 4.2.15 Public Perception of BKG's Communication Strategy on Electric Vehicle Benefit: Survey Analysis



Source: Own Survey, 2025

The researcher wanted to know respondents opinions on whether Belayneh Kindie Group has done enough to inform the public about the benefits of owing an electric vehicle.
The chart presents the divided perspectives. About 17% respondents answered "**Yes",** showing there is minimum confidence in the company's outreach efforts.
A larger portion or 36.3% responded **"NO"** signifying there is dissatisfaction in communication.
The majority of respondents (47%) responded **"Unsure"** showingsignificant **l**ack of clarity or awareness among the public. Together the No and unsure responses account about 83% , showing the need for critical engagement or public engagement.

Chart 4.12Repondents' preferred Marketing channels to enhance BKG EVs



Source: Own Survey, 2025

Digital marketing emerged as the most recommended channel, receiving nearly half of all responses in the survey. This preference likely reflects the increasing internet penetration and smartphone adoption across Ethiopia, which is transforming the way consumers interact with companies (Ethio Telecom, 2023; Internet World Stats, 2024).

Digital platforms offer real-time engagement, targeted advertising, and cost-effective strategies, making them ideal for a relatively new product like electric vehicles.

The above chart depicts that the frequency and percentage distribution of respondents' preference on marketing channels that BKG electric vehicle prioritizes to enhance brand awareness.

Out of 102 respondents, an account of 45 % respondents selected digital advertising. This indicates there is a demand for digital platforms like social media and others to aware about the company's products.

19.6% or nearly 20% respondents answered influencer marketing this implies that respondents know the value of credible and relevant personalities to build trust and promote awareness among potential buyers of EV.

Community engagement alternative also got 17% responses. This suggests direct interaction with local communities such as educational events; test-drive campaigns, or green initiatives still important in enhancing EV awareness.

11.76% ≈12 respondents replied public relation campaign strategy, indicating like media engagement, corporate social responsibility and brand promotion in traditional and digital media

while6.86 ≈ 7 replied traditional media as preferred channel. This indicates there is a shift from traditional media to digital media showing conventional advertising is no-longer effective.

Align or using integrating marketing promotion is crucial to reach out scores of cutomesr across the nation.“Integrated Marketing Communications (IMC) is the coordination and integration of all marketing communication tools, places, and sources in a company into a simple program that has a big effect on consumers and users at a low cost" (Belch & Belch, 2018, p. 9).

Table 4.2.16.Analysis of current communication strategies in promoting EVs

Response rate	Frequency	Percent %
Yes	29	28.4
No	37	36.3
Not sure	36	35.3
Total	102	100.0

Source: Own Survey, 2025

The above table shows that a significant number of respondents (36.3%) answered the current communication strategies used to promote electric vehicles in Ethiopia are not effective. In addition, 35% of respondents are uncertain indicating level of public hesitancy or lack of awareness. Only 284% of respondents understand the strategies as effective. This suggests there is lack of confidence in the current communication efforts and signifies the need more targeted and impactful promotional strategies to raise awareness and adoption of electric vehicles.

Table4.2.17.Analysis of effective communication channels used by BKG EV

Responses	Frequency	Percent%
Billboard	2	2.0
others	1	1.0
Social media	51	50.0
Television	27	26.5
word of mouth	21	20.6
Total	102	100.0

Source: Own Survey, 2025

The table presents the frequency and percentage of respondents who identified various communication methods as effective or those they have interacted with BKG electric vehicle products.

According to the survey results, social media platforms wereselected as the most effective and most interactive communication methods by the result of 50% o outof 102 respondents. Digital media finds itself as an effective tool to communicate effectively the people due to the widespread use of technology across the digital world.

Traditional media remains strong through television which respondents chose it after social media with 26.5% of the survey result. The impact of personal recommendations through social networks maintained 20.6% popularity as people rely on informal communication streams to build their views on brands and behaviors.

The survey revealed that billboards as well as others or unspecified channels as the least frequently used promotional platforms (2% and 1% respectively).Respondents showed minimum interest aboutthese methods. BKG needs to employ social media as its central communications platform because the survey indicates this medium provides maximum impact but should maintain television support alongside community advocacy sustained through social word-of-mouth.

The survey outcome demonstrates clear evidence supporting digital communication methods using interactive media platforms which effectively reach the target audience.

Table 4.2.18. Barriers to purchase EVS from BKG: Survey Response analysis

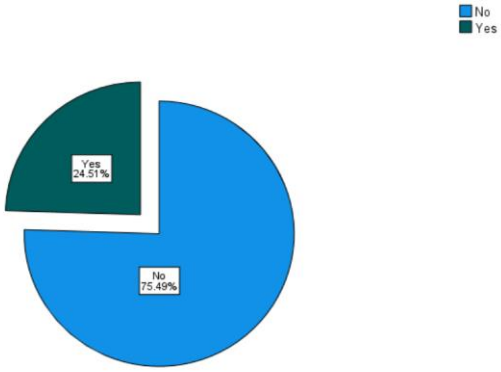
Response rate	Frequency	Percent%	Valid Percent	Cumulative Percent
High upfront cost	17	16.7	17.0	17.0
Limited charging station	6	5.9	6.0	23.0
lack of awareness about electric vehicles	6	5.9	6.0	29.0
Limited finance of or Installment payment option	6	5.9	6.0	35.0
Preference for Traditional fuel-powered vehicles	2	2.0	2.0	37.0
Battery life and maintenance concern	5	4.9	5.0	42.0
all	58	56.3	58.0	100.0
Total	102	100.0	100.0	

Source: Own Survey, 2025

The table presents respondents'' perception of the biggest barriers to buy BKG electric vehicles. Respondents have been asked about the High upfront cost, Limited charging station, lack of awareness about electric vehicles, Limited finance of or Installment payment option, Preference for Traditional fuel-powered vehicles and Battery life and maintenance concerns. Based on the survey Majority of respondents (58) out of hundred answered "all" as the biggest challenge or barrier. High up front prices response accounted 17%, limited charging station
~5–6%, lack of EV awareness 6%, limited financing/payment alternatives 6%, battery life and maintenance concern 5%. However, according to the survey respondents answered all of the

issues are biggest concerns to purchase electric vehicle from BKG. The response sends the company reconsider expanding charging stations, affordability issue, awareness campaigns to well aware the consumer.

Chart 4.13 Respondents' Interaction with BKG's online campaigns



Source: Own Survey, 2025

The pie chart presents the results of survey question:Have you interacted with any of Belayneh Kindie's Group online campaigns (website, Facebook, Tiktok, LinkedIn). According to the survey result ~76% respondents answered "**No**". This indicates respondents have not interacted with online campaigns likewebsite, Facebook, Tiktok, LinkedInetc while ~24% reported they've have seen online campaigns of BKG.

The response of 76 percent suggests a low level of online engagement or potential gaps in the visibility, or effectiveness of the company's online marketing efforts. This points to the need for stronger digital marketing strategy, improved content targeting and engagement across social media platforms.

Table 4.2.19 Analysis and interpretation of survey responses on BKG's EV promotional material engagement

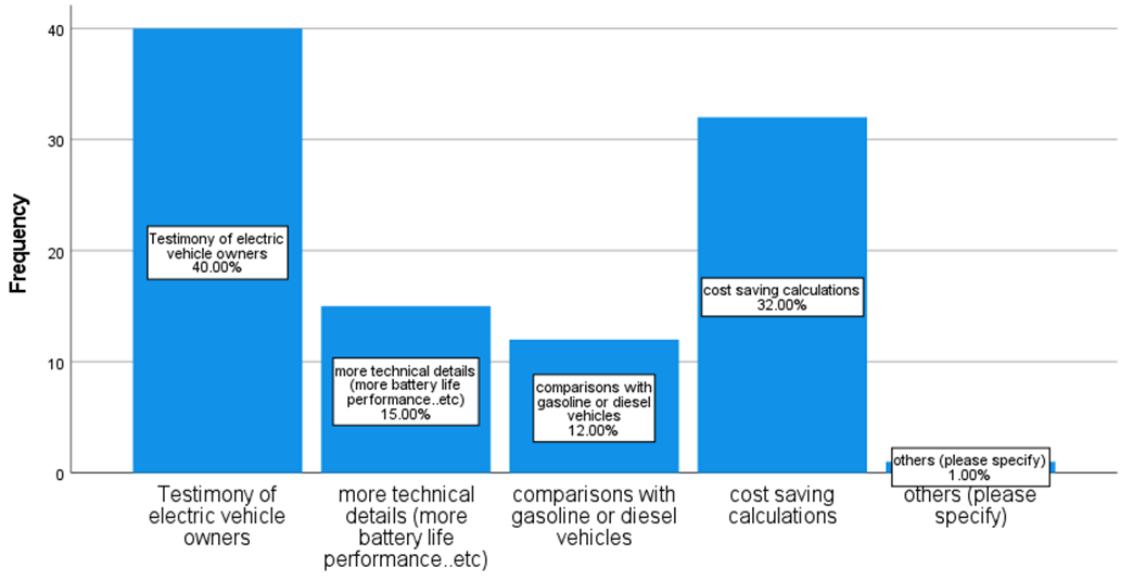
Response	Frequency	Percent
very engaging	7	6.9
Somewhat engaging	25	24.5
Not engaging	40	39.2
Neutral	30	29.4
Total	102	100.0

Source: Own Survey, 2025

The above table discusses how engaging respondents find BKG's electric vehicle promotional materials. Based on this 39.2% respondents rated the promotional material is **"not engaging**" 6.9% ~7 respondents answered "**Very engaging" and 24.5** ~25 percent choose "**somewhat engaging"**and 29 % answered **"neutral".** The survey result indicated that the low engagement

levels imply that BKG's promotional content (ads, brochures, social media), in response to this weak audience connection and may not reach to its target consumers.

Chart 4.14.Content Preferences in BKG's electric vehicles



Source: Own Survey, 2025

The bar chart illustrates the types of content respondents believe would increase their interest in BKG's electric vehicles. The survey result indicated that 40% of respondents answered testimony of electric vehicles. This implies that the reality experience and users stories are highly influential in building trust and interest among potential buyers.

The second most preferred content by the respondents is cost saving calculations (32%)/. This shows that the economic factors particularly long-term savings are strong motivating factor in the decision making process.

An account of 15% respondents answered more technical details. This indicates product specification like battery life and performance will likely appeal more consumers.

A smaller but significant portion of respondents (12%) want comparative data that helps to assess s the advantage of EVs over fuel-powered vehicles.

Respondents clearly favor testimonial-based and financial issues over comparative data. This suggests that frankly definitely accounts and clear cost-benefit communication are the foremost viable techniques for showcasing BKG's electric vehicles for customers.

4.2.20 Analysis of survey Responses on marketing strategies and alignments from selected BKG Staff.

In the area where strategic alignment and cross-functional collaboration are critical to organizational success, identifying internal perspectives on marketing effectiveness, sales, and product visibility is important for growth. This survey result synthesizes insights from a comprehensive internal survey distributed to BKG's staff, sales leaders and marketing heads, to assess the current level of the company's marketing strategies, their alignment with business objectives and challenges and opportunities facing the promotion of BKG's electric vehicles to penetrate the market.

Table4.2.15 survey response of BKG's current marketing strategies

Response category	Frequency	Percent
Very effective	1	20.0%
effective	2	40.0%
Neutral	1	20.0%
ineffective	1	20.0%
Total	5	100.0

Source: Own survey, 2025

The survey result from five respondents presents different views regarding the effectiveness of BKG's current marketing strategy in reaching their targeted consumer. 40% of respondents say the strategy is effective, 20% of the respondents answered the strategy is very effective, 40% of the respondents expressed either neutrality (20%) or dissatisfaction (20% they rated it as ineffective).This suggests that the company is making progress in its outreach efforts. But the rest 40 % neutrality and ineffective responses indicate still there is gap in marketing strategy and indicates the company needs to exert additional efforts.

Table 4.2.15 marketing strategies align with BKG's overall business objectives

Response category	Frequency	Percent
Fully aligned	2	40.0%
Somewhat aligned	3	60.0%
Neutral	1	20.0%
Slightly misaligned	0	0.0%
Not aligned at all	0	0
Total	5	100.0

Source: Own survey, 2025

The above table shows that the survey result of survey question to what extent do you think marketing strategies align with BKG's overall business objectives? Based on the result 2 or (40%) respondents feel the company is align fully aligned with its marketing strategies while 60% of the respondent believe their company's marketing strategy is somewhat aligned with its objectives.1(20%) respondents answered neutral. this shows the respondent he/she is either does not have sufficient information or uncertain about the extent of the alignment.

Table4.2.16 how well is interdepartmental collaboration in supporting marketing success

Response category	Frequency	Percent
Excellent	1	20.0%
Good	1	20.0%
Fair	3	60.0%
poor	0	0.0%
Very poor	0	0.0%
Total	5	100.0

Source: Own survey, 2025

Interdepartmental coordination is vital to achieve the marketing success. Based on the survey result 20% of the respondent answered the collaboration is good, the majority or 3/5 of respondents (60%) replied the collaboration is fair while 20 percent responded the collaboration is excellent indicating that interdepartmental collaboration is significantly contributing to the marketing success.

The results suggest that interdepartmental collaboration is somewhat effective but could be improved. The large portion or 60% of respondents rated the collaboration as fair to the survey question. May be the areas where collaboration may be fully exerted to support marketing goals.

Table 4.3.1 Frequency of Customer inquiries about BKG's Electric Vehicles

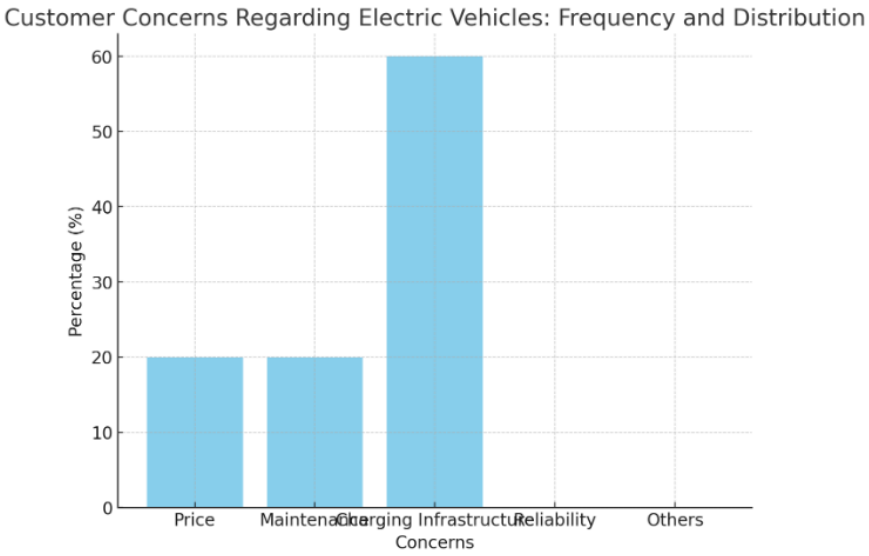
Response rate	Frequency	Percent
Very often	2	40.0%
Often	3	60.0%
sometimes	0	0.0%
Rarely	0	0.0%
Never	0	0.0%
Total	5	100.0

Source: Own survey, 2025

Out of 5 selected respondents surveyed 3(60%) of them replied customers **"often"** inquire about BKG's electric vehicles while 40 %(2) respondents responded **"very often".** The surveyclearly states that there is high level of customer interest in BKG's electric vehicles. All respondents recognized frequent inquiries either often or very often. This tells the company's communication and marketing strategy offers an opportunity to strengthen customer engagement at least to makey100% or very often inquired company.

Chart 4.18 Most common concerns about EVs Survey Result

The chart below describes for the survey question "what is the most common concern raised by customers?" like price, maintenance, charging infrastructure, reliability and others have been presented to identify the concerns raised by customers. As chart shows, charging infrastructure is the most concern which accounted 60% responses; price and maintenance accounted 20% responses each. This suggests that charging station is the top concern of customers frequently asked the case company.



Source: own survey, 2025

The other points seen as the major concern by the customers are price and maintenance. This implies that Affordability remains a barrier for potential customers and maintenance creates uncertainty about service availability, spare parts or other technical issues.

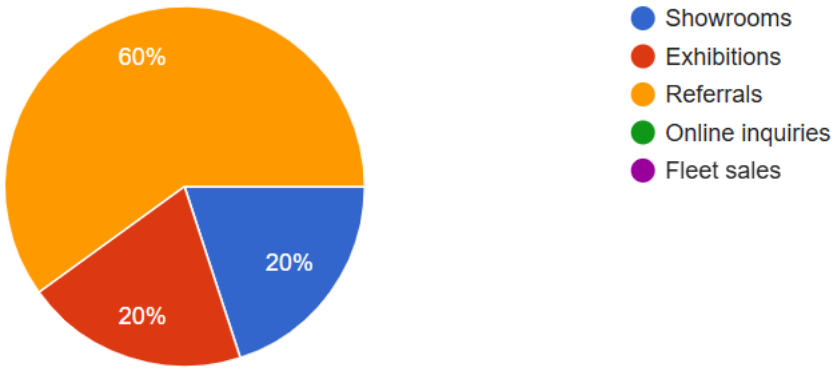
Table 4.3.2 survey analysis of assessing the effectiveness of current promotional campaigns in generating interest

Response category	Frequency	Percent
Very effective	1	20.0%
Effective	3	60.0%
Neutral	1	20.0%
Ineffective	0	0.0%
Total	5	100.0

Own survey,2025

The above survey focused to assess the effectiveness of current promotional campaigns in generating interest. Out of the total five selected respondent's majority or 60% respondents answered the campaign as effective while 20% replied very effective. Another 20% responded neutral. The data suggests that promotional efforts are generally observed somewhat effective. The absence of negative response perhaps indicates the campaign is going in the right track. However; the presence of a neural response implies that the campaign by the company is not entirely successful and requires further improvement.

Chart 4.19 survey analyses of sales channels of BKG electric Vehicles



Source: own survey, 2025

The above chart displays the percentage distribution of respondent's views which channels have been most effective for selling electric vehicles. The survey result reveals that three selected channels, indicating that only showrooms Exhibitions and referrals were chosen by respondents.

Among these referrals account for the largest portion (60%) of respondents, thus, word of mouth and persona; recommendations are the most influential factor in EV sales. This implies that satisfied customers or trusted sources who witnessed about the company have a role in convincing others to purchase EVs from the case company.

According to the survey showrooms and exhibitions are equally effective each accounted 20%. This indicates that direct product exposure and face to face interaction have irreplaceable role despite it is not power for as referral.

Online inquiries and fleet sales have not been chosen, implying that digital channels which are currently used by most companies are underutilized by the case company.

Table 4.3.3 Respondents' Assessment of promotional campaign impact

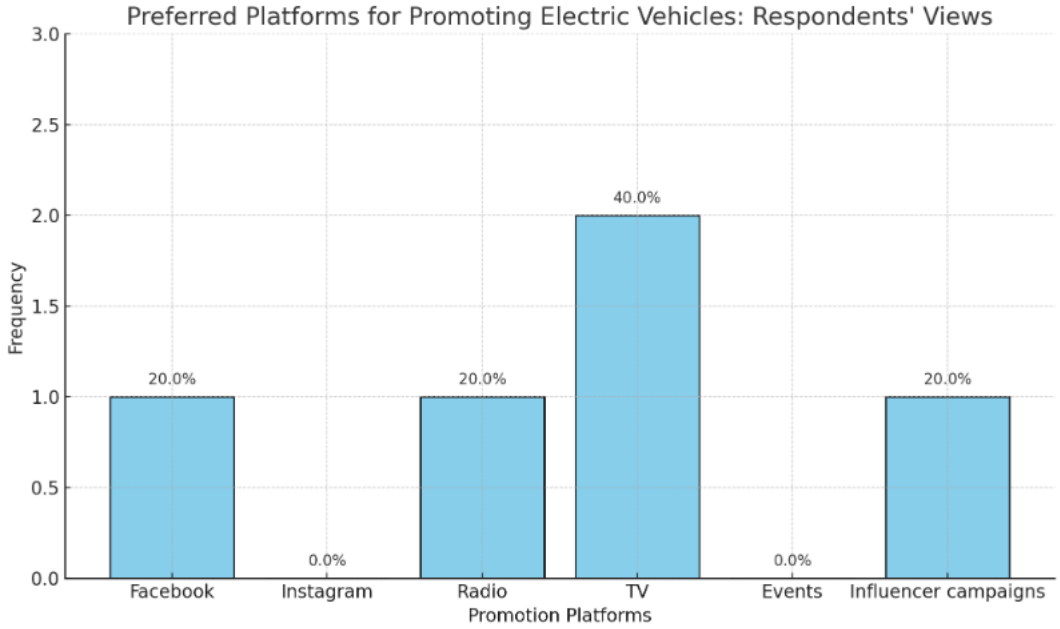
Respond Rate	Frequency	Percent%
Very effective	1	20%
Effective	2	40%
Neutral	1	20%
Ineffective	1	20%
Very ineffective	0	0.0
Total	5	100.0

Source: own survey, 2025

The survey collected responses from Belayneh Kindie metal Engineering complex staff in assessing the effectiveness of communication channels. 20% of respondents expressed their confidence as very effective and 40% replied the promotional campaign is effective. This suggests the current strategy such as preferred platforms address the target consumer. However, 40% of responses show opportunity for growth. 1/5th of respondents replied neutral; this may be due to inconsistent messaging or lack of personalized content that fails to engage.

Another 20% of respondents labeled the current promotional campaign of the company as ineffective. To strengthen the outreach, the company should reconsider and balance the current channel mix to ensure or fit with customer preference.

Chart 4.20 Analysis and Interpretation of BKG preferred platforms for EV promotion



Source: own survey, 2025

The chart illustrates the frequency and percentage distribution of six promotional platforms from the respondents.

According to the survey result, TV is the most preferred platforms, it accounted 40% of the total responses. This indicates the company is strongly relied on traditional mass media (TV) to promote EVs to the consumers.

Facebook, radio and influencer campaign accounted 20 % response each. Including Facebook as promotional tool is the emerging relevance of social media among urban users, while influencer campaign is evolving trends in personalized digital outreach. Radio, despite it is traditional m still holds a special place in engaging the wider public across the country.

4.3 Qualitative Data analysis

The adoption of electric vehicles (EVs) in merging market in Ethiopia presents unique challenges and opportunities shaped by infrastructure, economic and sociocultural factors to penetrate the market. To understand these challenges and dynamics, open-ended questions were used to gather ideas from the respondents including stakeholders, potential customers and marketing experts. Such qualitative data provide rich, untrusted insights that shows not only what strategies are perceived as effective but also why the issue in Ethiopia's case.

To analyze and interpret the open-ended questions the researcher used thematic analysis method.

> "*Thematic analysis is a qualitative research approach focused on uncovering and interpreting recurring themes within datasets. This method systematically structures and thoroughly details complex information to highlight meaningful patterns* (Braun & Clarke, 2006).*Thematic analysis: striving to meet the trustworthiness criteria. International journal of qualitative Methods (16(1).*

4.3.1 Open-ended question1.In your opinion, what is the most effective way for BKG Electric Vehicle to increase adoption of electric vehicles in Ethiopia?

The analysis of 102 responses reveals numerous key themes and actionable views for BKG Electric Vehicle. The result is structures as follows.

- Public awareness and education Campaigns

Number of respondents underlined the importance of public awareness and education campaigns to be exerted to penetrate the market. This includes creating understanding about the benefits of EVs (no fuel cost, environmental advantages) , how EVs function and long-term savings. Among the responses given by the respondents:

- ✓ Give awareness to the people , promotion and advertising, facilities loans with banks
- ✓ Company's effort to create awareness regarding the advantage of Electric Vehicles
- ✓ Create awareness by averting through social media outlets

- ✓ Make nationwide campaigns

Absence of knowledge about electric vehicles is the major constraint barrier. Respondents believe that adequate information gaps can be filled by identifying the target groups through digital media, traditional outlets; community based demonstration, and tailored messages for demographic groups. These would enable to avoid traditions and increase trust in EVs of BKG.

- **Charging Infrastructure Expansion**

One of the main concerns raised by respondents in the survey is the difficulty in accessing charging stations.

- ✓ Improve charging infrastructure to reduce range of worries if someone wants to buy EVs
- ✓ Charging stations should be installed in many places/towns across the nation
- ✓ Invest in building a reliable and widespread network

Scores of respondents associate wide range of issues with low adoption. Investing in towns and expressways charging stations, especially renewable energy like solar power would minimize the uncertainty either by the company or in partnership with the government to make it more efficient.

- Affordable pricing and Financing options

The high initial cost of EVs was repeatedly mentioned as one factor by respondents suggested average price to be set or introducing flexible payment alternatives. Respondents in their response said offer government support incentives, average initial cost and long-year loan. In price sensitive make like Ethiopia, respondents raise the issue of affordability. Strategies like price penetration, installment plans microfinance or government support would help BKG EVs more adoptable and penetrate market in Ethiopia.

- **After sales support and maintenance services**

Respondents answered about the concern of maintenance issue and battery replacement in suggesting technical support structures. Among the sample responses given by respondents are facilitate maintenance and repairing shops, spare parts, qualified technicians and battery life guarantee. Respondents expressed uncertainty about the long-

term service and availability of parts. Installing local service centers, train technicians and provide warranty could significantly improve purchaser confidence.

- Digital and inclusive Marketing

Many respondents stated the importance of using digital platforms and suitable marketing strategies to various social groups. Digital media is more effective, doing promotion targeting classes of the society, and advertise through social media outlets are among the sample responses suggested by the respondents. This can be interpreted as leveraging Ethiopia's growing digital ecosystem, including social media is an important tool to reach out. Inclusive messaging that sounds with various income and level of education should be taken into account.

- **Policy advocacy and Government incentives**

The issue and role of government policy were another issue. Many respondents believe BKG should push for policies that encourage EV adoption through tax breaks for EV owners to enhance fuel powered to EVs transitiondespite the government has the interest to replace fule cars with electric vehicles.

Open-ended question2: What improvements would you recommend for BKG's marketing and communication strategies to increase EV adoption?

- **Digital and social Media engagement**

According to the survey respondents intensely underscored to strengthen digital platforms to reach targeted consumers, particularly, younger generations like face book, instagram ,Tiktok, YouTube are considered as a vital tool by the respondents. However, collaboration with influencers is also important to build trust and reliability. Using interactive posts, videos, info graphic contents with local languages on social media are crucial to show case EVs benefit and secure market penetration. Many of the respondents noted that social media is the primary channel for them and they youth in urban areas, in recommending run target social media campaign using celebrities or local influencers.

- **Educational campaigns**

A repeated theme was the importance of educating the public about EVs, indicating critical to avoid traditions (myths) and enhancing long-term benefits. Respondents stressed airiness

campaigns to focus on cost saving, environmental advantages and charging logistics by using workshops, EV literacy campaigns through testimonials, explainer videos, info graphic videos comparing EVs to fuel-powered cars.

- **Localized and relatable messaging**

Tailoring contents which can be fitted with Ethiopian context is essential in order to inculcate catchy messages in the minds of customers about the company's products. Respondents suggested ideas to be included local languages which feature testimonials from the user like taxi driver, families and segment campaigns for urban versus rural audiences.

- **Experiential marketing and accessibility**

Hands-on experience sharing like test drivers, roadshows, and public demonstrations are important for marketing accessibility. Respondents repeatedly mentioned expanding charging infrastructure to ease a range of suspicions. Holding events in high-traffic to show case EVs, respondents added. They suggested the case company to organize regional towns and build reliable charging stations to make EVs more practical.

- **Traditional and multichannel Advertising**

While digital platforms suggestions are widely provided by the respondents. Traditional media (TV, radio, billboards) were recommended by respondents to reach non-digital audiences, especially in rural areas. Combining both channels was advised for maximum reach like advertising prime time TV and radio and use billboards in towns and cities, according to respondents.

- **Community Building and social proof**

Building trust through influence, showcasing user generated content, creating EV owner initiatives, sharing success stores (testimonials) are suggestions recommended by respondents. The themes collectively suggest BKG to blend digital engagement, localized education and partnership to address affordability and accessibility.

Open-ended questions3: In your opinion, what is the main reason for BKG Electric Vehicles' market penetration success or lack thereof?

This thematic analysis looks into how the public views BKG electric cars entering the market in Ethiopia. Responses to an open-ended question were gathered and analyzed qualitatively to assess key themes influencing either the success or challenges of the case company.

- **BKG Electric Vehicles market penetration in Ethiopia**

Large number of respondents replied low public awareness, misunderstanding and lack of promotions as major barriers. While a few number of respondents have shown familiarity with BKG and the EV landscape, others clearly stated "no idea", indicating a general knowledge gap among potential customers. Some of the respondents answered lack of strong marketing campaigns, in adequate digital media engagement and ineffective communication strategies. "EVs of BKG are not well promoted among the community, lack of extensive advert, low public awareness and understanding" are some of the sample responses given by the respondents. This themes indicates despite BKG's presence, it brands has not substantially resonated to the wider public.

- ✓ **Government policy and institutional support**

There is a mixed understanding about government involvement in electric vehicle adoption support. Some of the respondents acknowledge government incentives such as tax exemptions and import restriction on fuel -powered cars and encouraging locally EV assemblers like BKG metal engineering complex. Others criticized lack of long-term planning and limited implementation as hindering sustainable market growth for EV.

- ✓ **Competition and market positioning**

The other important theme was competitive environment. Several respondents said BKG's first local assembler and lack of strong local competitors. This landscape helped to take a unique place probably contributing to its limited notable achievements. "Because it is the second local electric vehicle assembler in Ethiopia and being among the pioneers", are some of the responses suggested by respondents. However, some said that relying on the absence of competitors could result without strengthening other business basics like customer service, innovation and value differentiation.

- ✓ **Strategic communication and marketing recommendations**

A combination of responses offered concrete suggestions for betterments. These include awareness campaigns, working with popular people, traveling shows, and using the local language. Many respondents stated the need for stronger value schemes dedicated on environmental benefits, cost savings and practicality. Use social media more effectively to engage targeted age groups, launch TV and radio ads in local languages and disseminate environmental benefits in all campaigns." are some of the sample responses given by 102 respondents in general. The insights suggested will serve as a roadmap to improve both perception and penetration through effective engagement.

Open-ended question4: what do you think BKG electric vehicles can do to increase consumer trust and confidence in electric Vehicles in Ethiopia?

This section shows the theme analysis and understanding of the data collected from the open-ended survey mentioned earlier. The responses were qualitative and varied from. Some of the responses were elaborated while others were very minimal. The data was organized into themes by following the steps laid out by Braun and Clarke. The main themes were support after a sale, warranty and guarantee.

After sales support and maintenance

Consumers concern for vehicle maintenance and parts availability was another issue repeatedly mentioned throughout respondents answer. "Ensure after reliable after-sales service and spare parts availability, Train technicians and certify garages for EV maintenance", are sample responses in the theme. This theme suggests that customers trust has strong relevance with accessibility of the service and guarantee of maintenance.

- ✓ **Warranty and guarantee**

  A large number of respondents suggested complete warranty coverage especially for high-priced battery components. "It would better give a battery guarantee to secure customers and provide quality support and service" This demonstrates that minimizing perceived risks drives confidence in new EV technology adoption.

- ✓ **product quality and performance**

Quality assurance and local adaptability of vehicles were suggested by respondents.“Focus on quality and showcase proven performance of electric Vehicles in Ethiopia”. Some respondents recommended BKG to assemble EVs with different designs/ models like corolla or Vitz with their preferences in order to make more familiar and ease the transition to EV transportation in the country.

- ✓ **Collaboration and public influence**

Some respondents answered BKG to partner with influential figures or institutions.” Collaboration with influencers and public figures, partner with trusted institutions.” According to respondents, such collaborations were seen as a mechanism to enhance public acceptance and EVs market penetration in Ethiopia.

4.4. Interview Data Analysis

Based on the design of the study interview questions were administered to with BKG metal and engineering complex manager, marketing and sales head of the company, green mobility exerts, experts from minister of transport , marketing expert and potential customer.

The interview data collected from the respondents are preserved in their original wording to authentically capture their perspectives precisely. Every statement is paired with specific interview questions that prompted it and this ensures transparency of the recurring themes.

Interview with manager of Belayneh Kindie metal and engineering complex

The interview focuses on five questions and breakdown as follows:

Question1: What are the main challenges BKG faces in penetrating the Ethiopian electric vehicle market?

“When we commenced our operations just over a year ago, we faced fundamental challenges. As electric vehicles were unfamiliar in our country, the public possessed very limited awareness, and there were marketing difficulties related to concerns about battery lifespan. The situation was notably different when we started our work a little over two years ago. Nevertheless,

momentum appears optimistic following the second half of 2023 and extending into 2024. In 2023, we managed to sell 220 vehicles. This year, we have sold 130 minibuses and 150 buses. Throughout the time we encountered market difficulties, we launched a transport company and provided free transportation services to assist in familiarizing the public with the EVs. Subsequently, even if slowly, people started to comprehend, and clients began approaching our company."

Question2: How does BKG assess the effectiveness of its marketing and sales strategies?

"Among our key marketing and sales strategies, one major approach is providing credit-based purchase options in collaboration with banks and other institutions.Our business provides customers alternative payment plans between six months and a year to help them purchase vehicles. This approach has brought optimistic results in its present application. Our organization understands the necessity to expand and enhance our business strategies because they require greater diversity. Currently, television remains our most utilized platform for promoting our products to the broader public."

Question3: What role does government policy play in shaping BKG's market strategy?

"Government policy guidance has a considerable influence on developing our marketing strategy and broadening our market reach. We are convinced it will maintain a substantial effect moving forward as well.Our collaboration has led to some progress in raising awareness and shaping policies that benefit both the environment and local industries like ours. Our company delivers continuous feedback to policy makers about the actual conditions that affect EV implementation. BKG requires better formal public-private alliances to achieve substantial impact."

Question4: How does BKG plan to address infrastructure challenges, such as charging stations?

"When we think about the electric vehicle sector, the first thing that comes to mind is the charging infrastructure. At the time we began working with electric vehicles, there was no clear government policy. However, once the government developed a policy, we engaged in discussions with them, and the institution was able to secure government-owned land to begin constructing charging stations. But we still believe that, despite the strong demand, the existing

facilities are not sufficient. More work needs to be done to expand charging infrastructure. Looking ahead, we are currently in discussions with regional administrations to establish charging stations in major regional cities as well."

Question5: What key factors differentiate BKG from fuel-powered vehicle competitors?

"Fuel-powered vehicles consume a significant amount of fuel, whereas electric vehicles dramatically reduce that expense. To fill up a conventional fuel car today, it can cost around 5000 birr or more, depending on current fuel prices. In contrast, fully charging an electric car costs about 10 birr per kilowatt. For example, refueling a minibus with diesel can cost around 5,000 birr, but charging an electric version of the same vehicle would only require about 600 birr.

Another major difference is maintenance: fuel vehicles require frequent servicing, while electric vehicles need much less, since most systems are electrical and simpler. A typical fuel vehicle may need up to 20,000 birr for maintenance every two months, while an electric car may only need around 2,000 birr for occasional checkups. On top of that, electric vehicles produce zero emissions, while diesel engines are known for their high pollution levels."

The manager heighted, Belayneh Kindie Group (BKG) Electric Vehicle Assembly Plant faces a lot of challenges and opportunities in Ethiopia's emerging EV market. Awareness and infrastructure gaps dominate the hurdles: the manager emphasized that electric vehicles were initially "unfamiliar" to Ethiopian consumers, with limited public understanding of battery lifespan and operational benefits. To address this, BKG adopted credit-based purchasing partnerships with banks (6–12-month payment plans) and prioritized television advertising to reach mass audiences. These strategies, paired with experiential marketing (e.g., launching a free transport service to familiarize the public with EVs), have driven gradual progress. For example, the manager reported selling 220 vehicles in 2023 and 280 units by mid-2024, attributing this growth to rising consumer familiarity and trust.

However, the manager acknowledged continued barriers, such as insufficient charging infrastructure. While BKG secured government-owned land for charging stations after policy alignment, the manager stressed that "existing facilities are not sufficient," necessitating expansion into regional cities. Additionally, skepticism around EV maintenance and costs persists, despite the manager's comparison of fuel-powered vehicles (e.g., 5,000 birr refueling

costs) to EVs (600 birr charging costs) and lower maintenance expenses (2,000 birr vs. 20,000 birr).

To improve market penetration, the manager outlined plans to deepen public-private partnerships, including policy advocacy and collaborations with regional governments to build charging infrastructure. They also hinted at diversifying strategies beyond TV ads, though specifics were not detailed. Notably, BKG's proactive engagement such as providing direct feedback to policymakers and using operational data (e.g., sales figures) to refine strategies reflects a practical approach to scaling EV adoption in Ethiopia.

4.4.2 Interview with sales and marketing head of Belayneh Kindie metal and engineering complex

Question1: What are the most common concerns or objections raised by potential EV buyers?

"One of the most common concerns raised by our customers is the battery's life durability. To address this, the company provides an 8-year warranty on the battery, backed by advanced engineering technology. Although customers are concerned as the battery's performance decreases over time, the system is designed to provide service for up to 15 years."

Question2: Which sales channels (showrooms, online platforms) are most effective in driving sales?

"Up until this point, the company has been selling its well-known products using a distinctive platform, but rather than concentrating on a robust marketing strategy, it has been depending on referrals. Although efforts are being made to refine the marketing approach, the sales of electric vehicles have primarily been driven by word-of-mouth or referrals, rather than a structured and powerful marketing strategy."

Question3: **How do financing options and pricing affect consumer purchasing decisions?**

"Currently, the only financing option we offer for customers purchasing our products is a short-term or long-term cash payment plan. There are no financing alternatives available through banks or other institutions as of now. However, we are seeing more individual financing options becoming available, and the company is actively working to provide these options in the future. For now, the only available method for purchasing electric vehicles is through cash payment."

Question4: What role does word-of-mouth and customer testimonials play in EV sales?

"BKG is not effectively using advertisement as part of its marketing strategy. However, to promote the company and expand its reach, BKG is currently running a six-month program on ETV, which focuses on spreading awareness and increasing visibility. As of now, a more refined marketing strategy is being developed to reach further locations that we have not yet fully penetrated. We are exploring various social media platforms to better connect with customers. At this stage, though, while we are working on raising awareness through these platforms, we are not yet actively engaging in social media platforms."

Question5: What strategies can improve sales conversion rates for BKG's electric vehicles?

"Most of the time, instead of following conventional marketing strategies, we rely on referrals or word-of-mouth from existing customers. Many buyers come to BKG based on information shared by one person to another. Additionally, we have been collaborating with universities to clear up any misconceptions about electric vehicles. Through joint initiatives, we have organized events and educational programs, where we provide informative sessions. This approach helps us reach potential customers, guiding them through the knowledge and persuasion stages of adopting electric vehicles."

Question6: What are the key performance indicators used to measure marketing success?

"To measure marketing success, we primarily track the number of electric vehicles sold and the volume of pre-orders aligned with our targets. For example, if we sell a projected number of EVs or fulfill confirmed orders, we consider the campaign effective. Additionally, we evaluate whether we've met our annual goals, such as market share growth or regional expansion. By

comparing actual performance against these predefined objectives, we assess the overall success of our strategies."

Question7: How does BKG address consumer misconceptions about electric vehicles?

"Many people still hold unnecessary fears and misconceptions about electric vehicles. Some believe EVs are easily affected by wind or can't be driven in the rain; these are among the common myths. Most of these ideas stem from misinformation often spread by uninformed dealers rather than being based on facts. To address these misconceptions, we don't just only sell the vehicles. We provide driver training to educate users about how EVs actually work. In addition, we offer warranties and assure customers that technical support and after-sales service are available should any issues arise"

Question8: What challenges does BKG face in convincing Ethiopian consumers to switch to EVs?

"BKG deals with multiple challenges when trying to increase EV adoption acceptance with Ethiopian consumers. The major challenges stems from false information about EV safety in wet conditions which unspecialized personnel repeatedly transmit to consumers. Our solution addresses this challenge by delivering driver training services to customers alongside after-sales assistance which builds their trust in our brand.

The current lack of charging stations throughout Ethiopia results in range anxiety among customers which slows down the adoption rate beyond the capital city of Addis Ababa. The expensive initial cost coupled with limited financial solutions makes potential customers uncertain to purchase electric vehicles even though these vehicles provide better long-term affordability.

We have launched public outreach activities linked to universities but wider education programs and governmental backing are indispensable for closing this disparity."

Question9: What future marketing innovations is BKG considering to drive EV adoption?

"Our assembling design and marketing strategy for electric vehicles is aligned with national priorities and government plans. At present, the government's focus is on improving public

transport systems, so our current product development targets mass transport vehicles like e-buses that can serve that purpose. While there's already significant competition in the smaller EV segment, including 3whheled and small-sized cars, we are intentionally concentrating on models that are less saturated and have strong potential.

We’re also in discussions with global manufacturers, such as BYD, to localize and assemble their models here in Ethiopia in the near future. Another area we're innovating in is how we collect feedback during after-sales service, we engage customers to understand their real-life challenges and preferences. Since EV adoption is relatively new in Ethiopia just about two years old .we seeevery interaction as a learning opportunity to adapt and improve. Customer feedback is central to how we evolve our designs and strategies going forward”

Hence; BKG’s market penetration efforts for electric vehicles (EVs) in Ethiopia face interrelated challenges of low consumer awareness, infrastructure gaps, and continued delusions, as revealed by Sales/Marketing Head. The company has been sticking to simple marketing like word-of-mouth and TV spots, which has been okay but not great they sold 220 EVs in 2023. They also work with schools to teach people the truth about EVs and offer long battery warranties and driver training to build trust.

But most people can only buy an EV if they have all the money upfront, and there aren't many charging stations outside the capital city, which makes it hard for more people to buy these cars. BKG has plans to change this by using social media more, working with banks to help people finance their purchases, and building some EVs right in Ethiopia, like electric buses. Even though more people are getting interested and ordering EVs, there are still big issues like wrong info shared by sellers and not enough charging stations across the country. BKG wants to work more with the government and other partners to build more stations and teach more people about EVs. By using different ways to reach people, making it easier to pay for EVs, and focusing on what customers need, BKG hopes to sell more EVs and overcome the challenges in Ethiopia.

Interview with experts from the Ministry of Transport and logistics

Question1: How does the government support the adoption of electric vehicles (EVs) in Ethiopia?

"Ethiopia, as part of its global climate commitment, is a signatory to the Paris Agreement, aiming to reduce greenhouse gas emissions. At the national level, the Ministry of Transport and Logistics is one of the lead government institutions working to achieve this goal, particularly by targeting emissions from the transport sector.

To drive this agenda forward, the Ministry has developed a comprehensive strategic policy framework that outlines several directives and guidelines to support electric mobility. Ethiopia's strategy to implement the Paris Agreement focuses on three pillars within the transport sector:

1. Electrifying mass transportation systems, with a priority on transitioning public transport fleets to electric.
2. Expanding access to public transport, to ensure broader usage and reduce reliance on individual fossil-fuel vehicles.
3. Promoting non-motorized transport options, such as walking and cycling, especially in urban areas.

A dedicated 10-year National Electric Vehicle Strategy has also been launched. One of its top priorities is to shift the country's vehicle fleet towards electric alternatives. By 2030 and beyond, the country envisions having at least 500,000 electric vehicles on its roads. To encourage this transition, the government has introduced several incentives:

- ✓ Electric vehicles and charging material import tax exemption
- ✓ Reduced tariffs, such as a 15% tax discount for fully assembled electric vehicles.
- ✓ Full tax exemptions (0% import tax) for local manufacturers or assemblers importing components for EV production.

Furthermore, discussions are ongoing with private sector stakeholders to develop additional incentive packages that can make electric transport more accessible and attractive to both businesses and consumers.

Electric vehicles are currently allowed into the country through three main channels: fully assembled units, semi-knocked down (SKD) kits, and completely knocked down (CKD) components offering flexibility for importers and investors.''

Question2: what policies or incentives currently exist to promote local EV assembly, particularly companies like Belayneh Kindie Group?

In the process of supporting local electric vehicle (EV) assembly, including firms like Belayneh Kindie Group (BKG), the Ministry has identified three main challenges that must be addressed to foster broader EV adoption in Ethiopia:

Underdeveloped Charging Infrastructure: One of the critical obstacles is the limited availability of charging stations nationwide, which hampers the widespread use and acceptance of EVs.

Financial Limitations: Access to finance remains a pressing issue, particularly due to the ongoing shortage of foreign currency needed for importing essential components and machinery related to EV production and assembly.

Shortage of Skilled Workforce: There is a significant gap in trained professionals specialized in electric vehicle technology, which affects both the manufacturing and servicing capacity of the local industry.

Despite these barriers, the Ministry is actively working on an integrated national strategy to guide the development of the EV sector. As part of this effort, the Ministry collaborates closely with key stakeholders, including BKG, which is currently a member of the national technical committee for electric vehicle development. This committee brings together representatives from both public and private sectors to coordinate efforts, share expertise, and shape supportive policies for the EV industry. Such partnerships ensure that private sector input is reflected in government strategies and that policy development remains grounded in practical realities.

Question3: What challenges has the government identified in scaling EV infrastructure such as charging stations?

“The Ministry of Transport is addressing electric vehicle infrastructure challenges through our national strategy, which emphasizes close collaboration with stakeholders like BKG Electric Vehicle. As a member of the EV Technical Development Committee, BKG works alongside private sector partners to co-design solutions for charging networks. While this public-private partnership model is critical, scaling infrastructure remains constrained by funding gaps, technical capacity limitations, and the need for standardized regulations across regions.

Question4: How is the government coordinating with private sector players like BKG to enhance public awareness and adoption of EVs?

“Electric vehicles are still relatively new to Ethiopia, so public awareness of their benefits and adoption remains limited. To address this, the government recognizes that raising awareness cannot fall solely on public institutions private sector players like BKG, especially those involved in EV assembly and distribution, must also leverage social media, mainstream media, and other platforms. Both federal and regional government agencies need to integrate EV awareness campaigns and capacity-building into their strategies. However, progress has been slow. Aside from a one-month campaign by Green Take Africa, there’s been little coordinated effort to educate the public. While stakeholders understand the technical and economic value of EVs, ordinary citizens remain largely uninformed, highlighting a critical gap in communication.”

Questions5: Do you believe enough has been done to educate the public on the environmental and economic benefits of EVs?

“While Ethiopia gets into exploring the shift toward electric mobility, the government’s efforts to build public understanding of EVs remain minimal. According to a transport and logistics expert, there has been no substantial public education or outreach initiative highlighting the environmental and economic advantages of EVs. With the exception of a short one-month campaign spearheaded by Green Tech Africa, the broader population remains largely unaware of what EVs are, how they function, or their long-term benefits.

Currently, knowledge about EVs is concentrated among a small circle of stakeholders, such as investors, importers, and developers. The expert highlighted that nurturing community-based education and engagement is essential to securing sustainable, large-scale acceptance of electric vehicles in Ethiopia. There is still a great deal of work to be done to inform and engage the public. Public awareness is a foundational step for building trust, shifting consumer behavior, and encouraging market demand.

This gap in public communication represents a missed opportunity to align national EV strategies with public understanding an area requiring urgent attention as Ethiopia moves forward with its green transport ambitions."

Question6: What key performance indicators (KPIs) or benchmarks is the government using to assess progress in EV market penetration?

"Our primary benchmark for assessing electric vehicle (EV) market penetration in Ethiopia is the National EV Strategy launched in 2022. To date, approximately 100,000 EVs including motorcycles have been introduced nationwide, with charging infrastructure expanding steadily. The government actively supports local assemblers through subsidies and policy incentives to accelerate adoption, though these entities must also innovate their marketing strategies to drive demand. Affordability remains critical: EVs must be priced accessibly for the public. To achieve this, the government is waiving registration fees, reducing license plate costs, and exploring tax exemptions. Additionally, local assemblers require improved access to credit facilities and foreign currency to sustain production. Finally, Finally, charging stations should be available not just in Addis Ababa but also in other cities and on main roads to make sure everyone can get easily."

Interview with senior Green mobility specialist

Question1: How does electric mobility fit within Green Ethiopia's advocacy for sustainable development and environmental conservation?

"Ethiopia is working on several climate-related strategies, such as the Climate-Resilient Green Economy (CRGE) strategy and the Nationally Determined Contributions (NDCs), both aimed at reducing carbon emissions and building resilience. The policy outlines crucial need for the transportation industry to transition toward sustainable, electric-powered systems in alignment with global environmental objectives.. That's why electric vehicle assembly plants like BKG were established to support this broader national agenda.

While I may not have full insight into the company's internal communication strategy, I can say that electric vehicle awareness is increasing through digital platforms. Interestingly, much of the communication seems to come from independent content creators on YouTube, TikTok, and similar platforms. Some of them speak positively about EVs, highlighting their low operational costs and eco-friendliness. Others raise doubts, particularly about battery cost and lifespan. So, while there is active communication happening, it's largely uncoordinated and often unofficial, which creates mixed public perceptions."

Question 2: How would you characterize the general Ethiopian population's awareness, attitudes, and misconceptions toward electric vehicles (EVs)?

"The effectiveness is debatable. One of the major concerns people have is about the batteries. There's worry that changing the battery might be as expensive as the car itself.. Additionally, people worry about how long the batteries last. Some say two years, some say ten, but there's no clarity and that uncertainty affects consumer trust.

There's also the issue of battery disposal. As far as I know, Ethiopia doesn't yet have the infrastructure to recycle these batteries or manage them safely. Even developed countries are still figuring this out. For a country like ours, that's a significant environmental concern.

I think the lack of structured, official communication has limited the success of these strategies. A lot of information is shared through influencers or word of mouth, and this often includes misinformation or exaggeration. People are left to guess what's true and what's not, which undermines confidence in the product."

Questions3: Have you observed any communication efforts by BKG or similar companies that align with environmental messaging?

"One of the biggest challenges is public skepticism. People are still trying to understand how EVs work and whether they're worth the investment. Battery-related concerns are at the heart of this. They wonder how long the battery lasts, whether it's covered under warranty, how it's replaced, and what happens when it can no longer hold a charge.

Another challenge is infrastructure. Many people concerned where to charge the Car. What if it breaks down in a remote area? Is it safe to drive long distances?" These are valid concerns. Without charging stations and service centers, people hesitate.

Additionally, communication is fragmented. There's no single trusted source providing consistent information. Some influencers encourage people to buy EVs, others scare them off. This contradiction confuses potential buyers and slows market growth. The government and companies like BKG need to step in with coordinated messaging to address this gap. "

Questions4: What kind of public awareness campaigns do you think would resonate with Ethiopian consumers regarding green transport?

"I believe government support is critical here. There should be more public forums or panel discussions whether through ministries, universities, or media where experts can educate people on EVs. These platforms can provide factual, science-based insights that clarify doubts.

Also, BKG could benefit from engaging with the media and academia. Organizing interactive workshops or panel discussions featuring professionals in sustainable transportation, renewable energy systems, and climate change helps to build trust. They can speak to both the strengths and limitations of EVs in Ethiopia's context.

Incentives would also help. If people saw a clear financial benefit such as tax breaks, battery warranties, or affordable charging adoption might accelerate. Moreover, BKG should focus on transparent, audience-specific communication. Instead of general promotions, messages should target specific groups: urban commuters, taxi associations, or even institutions considering fleet conversions. Tailoring the message improves its impact. Creating demonstration zones or pilot programs in selected cities would show people how EVs work in real time. That kind of practical evidence is more convincing than any advertisement."

Questions5: What advice would you give to EV assemblers like BKG on improving their outreach and sustainability narrative?

"What I often see on social media and read on the Internet actually increases my concern rather than helping me accepts or embraces electric vehicles. The more I learn about EVs, the more questions I have. These concerns need to be addressed by those who are investing in this sector. For instance, the private sector such as the company you mentionedshould take the initiative to organize public platforms and invite knowledgeable experts to speak to us. These experts can help explain both the advantages and disadvantages of electric vehicles, and how the drawbacks can be minimized or even turned into opportunities.

At the moment, public concern is growing and becoming more widespread. If you talk to people, very few would say that EVs are unimportant. On the contrary, everyone agrees they are essential innovations and a necessary part of our future. We need to adopt them. However, the concerns people have must be clarified, discussed openly, and properly addressed.

Another important step is to provide consumers with real alternatives. This could be done through policy tools for example, by placing higher taxes on diesel vehicles while reducing taxes on electric vehicles. That way, the prices of EVs can become more competitive compared to fuel-powered cars, encouraging more people to consider them.

That said, people who can afford fuel vehicles should not be entirely restricted either. While fuel imports are significant to the economy, we still need to strike a balance. A well-designed policy toolkit should give space for consumer choice, while still nudging the majority toward cleaner

options. Through such policies, we can encourage people to invest in electric vehicles without completely removing other choices.

To support this transition, the Ministry of Transport and Logistics should organize regular platforms to engage with the public. They need to talk to people, explain the advantages, build trust, and increase customer confidence. The private sector must also invest time and money into public communication and consensus-building.

Globally, we still see many communities relying on fuel-powered vehicles. This is evident when I speak with people from Europe and the U.S. Even though they are familiar with EVs and discuss their drawbacks and benefits, they still drive traditional cars. So, the conversation around EVs must continue. We need to make frequent conversations with the public and gradually increase awareness.

Electric vehicles are newly introduced to Ethiopian market, and public awareness of the EV has only recently begun. I do not believe the general public or even potential customers have had sufficient interest to fully understand or connect with the products yet."

Therefore, The Ethiopian government, through its Ministry of Transport and Logistics, has established a strategic framework to advance EV adoption, including tax exemptions for imports and local assembly (e.g., 0% duty on EV components), a 10-year National EV Strategy targeting 500,000 EVs by 2030, and incentives like reduced registration fees. While these policies aim to strengthen local assemblers like Belayneh Kindie Group (BKG), expand charging infrastructure beyond Addis Ababa, foreign currency shortages for production, and a lack of skilled labor are critical barriers. Public awareness campaigns remain inadequate, with minimal grassroots education beyond a single NGO-led initiative, leaving most citizens uninformed about EV benefits. Despite progress (100,000 EVs introduced nationally), KPIs such as affordability, infrastructure expansion, and equitable regional access highlight gaps.

Implications: Without accelerated infrastructure investment, enhanced public-private collaboration (e.g., scaling BKG's role in co-designing charging networks), and nationwide awareness campaigns, Ethiopia risks missing its 2030 targets. Bridging financial barriers (e.g., credit access for assemblers) and prioritizing public education are critical to transforming policy

into tangible adoption. Failure to address these gaps may stall BKG's growth and Ethiopia's climate goals, underscoring the need for cohesive execution across policy, infrastructure, and communication.

Interview with Marketing and communication

Respondent 1

Question1: How would you assess the effectiveness of BelaynehKindie Group's current communication strategy in promoting electric vehicles?

"Electric vehicles are newly introduced to Ethiopian market, and public awareness of the products has only recently begun. I do not believe the general public or even potential customers have had sufficient interest to fully understand or connect with the products yet."

Question2: Which communication platforms (e.g., social media, TV, influencer marketing) have proven most effective for EV promotion in the Ethiopian context?

"Awareness creation regarding electric vehicles as well as associated products needs multiple marketing strategies for effective intervention. In addition to television and radio, the increasing uses of digital media platforms are become important tool outreach products to the wider public. The penetration of electric vehicles within Ethiopian markets can be effective and depend on not only using Traditional media also digital marketing platforms as well."

Question3: What key messages or themes resonate most with potential EV buyers in Ethiopia?

"In terms of advertising content, messages need to deliver vital information in direct and straightforward ways using like the pop-up advertising method for better viewer impact. To gain future buyers' attention it is important that electric vehicle promotion emphasizes cost efficiency alongside energy independence and environmental advantages because these aspects appeal directly to consumers"

Question4: Do you think BKG's marketing adequately addresses consumer concerns (e.g., range, affordability, charging access)?

"The consumer concerns do not receive sufficient treatment and the accessibility remains insufficient in BKG's marketing approach. Many possible customers remain in the dark about vehicle range between battery charges and charging station locations and service support. The marketing messages lack targeted information for average consumers who show curiosity despite their unclear understanding about how to overcome their hesitations."

Question5: From a marketing perspective, what are the major barriers to EV adoption in Ethiopia?

"Despite I do not have technical knowledge about electric vehicles I heard that many fears about the battery life. Although BKG along with other providers guarantee dependable battery warranties and solutions they do not present their plans effectively to potential customers. The lack of precise education that explains battery operations leaves customers unsure about their products."

Respondent 2: Marketing and communication specialist

Question1: How would you assess the effectiveness of Belayneh Kindie Group's current communication strategy in promoting electric vehicles?

From what I've observed, BKG's communication strategy appears to be quite weak. For instance, their presence on social media is limited while I did come across their Facebook page, it's not easy to find through a simple search, which suggests poor visibility or weak optimization. They seem to have a TikTok account with around 70,000 followers, but their engagement is relatively low; most videos struggle to surpass 50,000 likes.

Additionally, their official website lacks substance. Although it mentions their involvement in the transport sector and their entry into electric vehicle production, there are no photos or detailed descriptions of the vehicles. This absence of visual and informational content makes it hard for

potential customers to understand or trust the product. Overall, their promotional efforts don't seem well-developed or strategically planned

Question2: Which communication platforms (e.g., social media, TV, influencer marketing) have proven most effective for EV promotion in the Ethiopian context?

"In the Ethiopian context, influencer marketing tends to be particularly effective. People here place a great deal of trust in influencers almost seeing them as figures who hold a unique status. Their opinions are highly valued, and when a product is endorsed by a well-known influencer, it tends to gain credibility quickly. This kind of trust can significantly accelerate market acceptance and drive sales more effectively than traditional advertising channels."

Question3: What key messages or themes resonate most with potential EV buyers in Ethiopia?

"I believe word-of-mouth communication is highly effective in Ethiopia. People tend to trust products more when they hear about them from someone close like a friend or family member. If someone we know shares a positive experience, such as how comfortable, reliable, or efficient a product is, we're more likely to believe in it. That's why, when it comes to electric vehicles, having drivers in different parts of the country speak positively about things like the car's quality, speed, durability, comfort, and charging options can really influence public perception. Hearing these testimonials directly from real users builds trust more quickly than traditional advertising."

Question4: Do you think BKG's marketing adequately addresses consumer concerns (e.g., range, affordability, charging access)?

"I don't think BKG's marketing fully addresses key consumer concerns like charging access and affordability. These issues really start at the company level if the charging infrastructure isn't widely available or easily accessible; it's difficult for marketing alone to convince customers. From what I've seen on platforms like TikTok, their promotional content doesn't really highlight where or how customers can charge their vehicles, which is a critical part of the buying decision. For example, if someone offering transport services wants to buy an electric vehicle, they'll calculate whether a full charge will cover the distances they need to travel. If there aren't enough

charging stations even within Addis Ababa, let alone in other cities it becomes a serious concern. So, affordability and charging access need to be clearly addressed in their marketing to build confidence and increase adoption."

Question5: From a marketing perspective, what are the major barriers to EV adoption in Ethiopia?

“One big problem for people buying electric cars in Ethiopia is that they are very expensive. In addition to that, there’s a serious lack of infrastructure especially charging stations which leads to range anxiety among potential buyers. Another critical issue is the lack of information. Most of the companies producing or importing electric vehicles don’t promote their products effectively. Their communication strategies are limited and not easily traceable or memorable. Often, people only hear about electric vehicles through word of mouth from a friend, relative, or someone they know rather than directly from the company through targeted advertisements or campaigns. This can lead to misinformation or incomplete impressions about the product, which ultimately discourages purchase decisions. In a market like ours, people tend to trust what they hear from familiar sources, so it's crucial for companies to get ahead of that and build awareness through strong, consistent and direct communication strategies."

Question6: How would you evaluate the current level of consumer awareness and trust in BKG’s electric vehicle products?

"I think the current level of consumer awareness and trust in BKG’s electric vehicles is quite low. For example, as a consumer myself, I’ve found it difficult to locate reliable information about the company online. Their presence on platforms like Facebook and TikTok is limited, and I haven’t come across any promotional content on television either. If they are not reaching someone like me who actively looks for this kind of information then it’s likely they’re not effectively reaching the wider public either. That indicates a gap in their communication and promotional strategies.

When it comes to trust, especially for consumers working in the transportation sector, it becomes even more critical. For instance, a driver planning a trip to Hawassa would naturally calculate the cost, duration, and logistics including whether there are enough charging stations along the route. If they can't easily find that information, they may hesitate to invest in the product. So the trust

issue is deeply linked to the lack of infrastructure and insufficient communication from the company. Overall, I would say both consumer awareness and trust are currently very poor."

Question7: How does public perception of EVs compare to that of fuel-powered cars, and how does this influence campaign strategy?

In Ethiopia, people are slow to accept new technologies, including electric vehicles. Trust builds gradually once consumers get used to a product, they become very loyal. For instance, Highland became a household name for bottled water, and Toyota dominated the car market because of early familiarity and sustained presence.

With EVs, the initial reaction is often doubt due to lack of awareness, limited infrastructure, and unfamiliarity with the technology. That's why campaign strategies must focus on aggressive and consistent promotion, using trusted voices like influencers and drivers, and addressing public concerns like affordability, range, and charging access. Building trust takes time, but with the right messaging and visibility, public perception can shift in favor of electric vehicles.

As to experts marketing, BKG's current communication strategies for promoting electric vehicles (EVs) in Ethiopia are ineffective and fragmented. While the company utilizes traditional media (TV/radio) and has a nascent digital presence (e.g., Facebook, TikTok), its efforts lack cohesion: social media engagement is low, websites lack critical product details, and messaging fails to address consumer concerns like charging access, affordability, and battery reliability. Over-reliance on word-of-mouth, though culturally relevant in Ethiopia, is unstructured and insufficient to counter misinformation or build broad awareness.

Key challenges include low consumer trust due to inadequate infrastructure visibility (e.g., charging stations), high upfront costs, and poor dissemination of EV benefits (e.g., long-term savings, environmental advantages). Experts underlined that BKG's marketing does not strategically leverage Ethiopia's high trust in influencers or localized testimonials, missing opportunities to humanize EV adoption through relatable user experiences.

To improve market penetration, experts recommend multi-channel strategies:

1. **Digital Optimization:** Enhance social media engagement (e.g., Search Engine Optimization/EEO, consistent content) and revamp websites with visuals, specs, and charging maps.
2. **Influencer Partnerships:** Collaborate with trusted local influencers to amplify credibility and reach.
3. **Targeted Messaging:** Use clear, direct communication to address range anxiety (e.g., pop-up ads explaining battery warranties) and highlight cost savings (e.g., fuel vs. charging comparisons).
4. **Grassroots Engagement**: Scale testimonials from EV users (e.g., drivers, transport cooperatives) to build word-of-mouth trust and debunk myths.

This implies that, without addressing these gaps, BKG risks continuing low awareness and uncertainty to Ethiopia's EV transition. Success hinges on aligning marketing with infrastructure development (e.g., showcasing charging networks in campaigns) and fostering public-private partnerships to co-create educational initiatives. A consumer-centric approach in mixing digital innovation, influencer credibility, and community storytelling is vital to transforming perceptions and achieving scalable adoption.

Interview with potential customer

Question1: Have you ever heard about Electric vehicles? if your answer is yes where

"The first time I heard about electric vehicles was through television and private radio stations."

Question2: Do you know BKG's electric vehicle?

"The above-mentioned Kindie Group is one of locally known assemblies that promote electric vehicles. I am aware of the products the company has been marketing extensively."

Question3. How do you compare electric vehicles over fueled car?

"Electric cars and fuel cars each have good and bad points. Electric cars are friendly to the environment and save money on fuel, but they can be costly and charging stations are not everywhere. Fuel cars offer longer travel ranges and quick refueling, but they emit pollutants and

rely on costly gasoline.. Electric vehicles are cost-efficient, especially when compared to fuel-powered vehicles. However, the cost of charging stations and the relatively high price of electric vehicles are issues."

Question4. What are the notable challenges to purchase electric vehicles?

"At present, the biggest challenge for electric vehicles is finding places to charge them. The public's understanding of the benefits and specifics of electric vehicles is not yet clear. Therefore, issues such as pricing, infrastructure development, and access to charging stations need to be addressed."

Question5. Have you heard the advertisement of EVS

"When promoting electric vehicles, it is crucial not only to market them but also to ensure that they are compared to fuel-powered vehicles through media campaigns, which can highlight the key features and generate public interest."

Question 6: What are the most significant barriers preventing Ethiopian consumers from adopting electric vehicles??

"Some of the major challenges with electric vehicles include battery life, the accessibility of charging stations, and the price of the vehicles. If these issues are addressed, I believe I can consider purchasing an electric vehicle like BKG's. Currently, one of the major issues is how far a car can travel on a single charge, which is a significant concern. If someone wants to travel outside Addis Ababa and the charge runs out, they might not know where to charge it. This is a major issue for me."

Question7.what should EV companies do differently to better communicate the people like you?

"In order to increase public acceptance of electric vehicles, there is a need for the use of different communication methods, ranging from social media to traditional media, including newspapers, to better reach potential customers."

4.4 Analysis and interpretation of in-depth interview

The depth interview with stakeholders reveal critical views into BKG electric vehicle Assembly plant's Belayneh Kindie metal and engineering complex communication strategies, their effectiveness and the wider challenges and opportunities for electric vehicles adoption in Ethiopia. A synthesis depth interview analysis presented as follows in line with research questions.

The potential customer interview underscores a critical tension in Ethiopia's EV market: partial awareness of BKG's electric vehicles driven by TV/radio campaigns contrasts sharply with persistent distrust rooted in infrastructure gaps and opaque communication. While the customer acknowledges BKG as a local EV assembler, concerns about charging accessibility beyond Addis Ababa, high upfront costs, and ambiguous battery performance echo systemic challenges identified by stakeholders. Government policies, though progressive (e.g., tax exemptions, 10-year EV strategy), struggle with execution due to sparse charging networks and foreign currency shortages issues directly impacting consumer confidence. Marketing experts' critiques of BKG's fragmented outreach (e.g., weak digital presence, unaddressed range anxiety) align with the customer's plea for clearer, multi-channel communication that transparently compares EVs to fuel vehicles.

Therefor To bridge this gap, BKG must prioritize consumer-centric strategies increase social media and influencer partnerships to enhance online visibility, showcasing charging station maps in campaigns to mitigate range anxiety, and introducing financing options to offset high initial costs. Simultaneously, collaboration with the government to accelerate infrastructure expansion and grassroots education (e.g., workshops, user testimonials) is vital to transform awareness into adoption. Without such integration of policy, infrastructure, and targeted communication, BKG risks stalling Ethiopia's EV transition, leaving climate goals and market potential unfulfilled.

4.5.1 Current communication strategy by BKG

BKG promotes electric vehicles through media advertisements along with education and word of mouth outreach initiatives without strategic digital or promotional connections between them. The primary promotional channel for the company remains television broadcasting where they used ETV for six months to reach broad audiences. According to the Sales and Marketing Head their business mainly relies on television advertising yet their marketing approach remains undeveloped. Marketing Specialists point out that TV-based advertising falls short when it comes to explaining essential aspects such as cost charging and vehicle financing thus consumers remain uncertain about the purchase process. The Sales and Marketing Head confirmed that word-of-mouth referrals generate most of their sales because *"Many buyers start with BKG based on customer recommendations.*" The high level of trust from early adopters results from organic marketing expansion yet organizational growth reaches only special market segments. To counter misinformation, BKG partners with universities for workshops and driver training. The Manager noted that BKG delivers driver training to promote EV knowledge to buyers and extends warranties and post-purchase service to users. *"We provide driver training to educate users about how EVs work, alongside warranties and after-sales support*." he said . BKG maintains a deficient online presence despite their existing initiatives. The organization faces two critical limitations because its social media efforts are inactive and its website does not contain essential vehicle information. A Marketing Specialist highlighted *"poor social media engagement and a website lacking vehicle details"*.Participation in the National EV Technical Committee allows the government to provide policy feedback but these efforts have failed to produce public campaigns for EVs. BKG implements strategies to spread awareness rather than deliver functioning information thus consumers doubt the utility of their products.

4.5.2. Effectiveness of strategies in Raising Awareness and market penetration

BKG's efforts show moderate success in marketing position but struggle to achieve broader penetration. A sales figure of the company indicates 220 EVs sold in 2023 and 280 by mid-2024 indicate gradual progress, bolstered by free transportation trials and credit-based purchasing. The Manager linked this progress to "momentum post-2023 as clients began approaching us." However, stakeholders consistently identify systemic gaps. Marketing Specialists critique the

lack of strategic messaging, noting that TV ads omit cost comparisons. The case company manager underscored the benefits of EVs over fueled powered cars highlighting EVs cost 10per kilowatt while diesel car costs 5,000. The Green Mobility Expert highlighted public uncertainty fueled by contradictory influencer content: “Some influencers praise EVs’ low costs, while others exaggerate battery replacement fears.” Driver training and university partnerships have educated early adopters, but the broader public remains uninformed. A potential customer typified this gap: “Charging accessibility is a major issue. If I travel outside Addis, where do I charge?” The Ministry of Transport corroborated infrastructure deficits, admitting “charging stations are concentrated in Addis, with slow regional expansion.” Thus, while BKG’s strategies have initiated market entry, their effectiveness is constrained by fragmented communication and unresolved infrastructure barriers.

4.5.3 Challenges in communicating EV benefits

Several challenges impede the EV market growth of Ethiopia due to incorrect information, inadequate infrastructure and limited customer purchasing power. The Sales and Marketing Head observed that dealers who lack knowledge spread false information about EV failures when it rains *“Uninformed dealers spread myths about EVs malfunctioning in rain.”* The problem worsens because social media users present contradictory statements about EVs. The absence of official statements about battery lifespan makes such concerns continue to exist according to a Green Mobility Expert “*Battery lifespan fears persist because official communication is absent.”* Uncertainty grows stronger because insufficient charging stations lead the Manager to admit this truth while potential customers express their fear of traveling long distances due to their range anxiety *“range anxiety deters long-distance travel.”* Widespread reluctance to embrace electric vehicles stems from the high purchasing costs and restricted funding alternatives. The Sales and Marketing Head declared that the company only accepts cash payments from customers while rejecting their possible long-term savings potential. Many policy incentives exist which provide tax exemptions although they lack proper dissemination channels. Policy incentives, such as tax exemptions, exist but are poorly communicated. The Ministry of Transport noted “0% import tax for local assemblers,” yet a Green Mobility Expert argued “ordinary citizens don’t know these benefits exist.” These challenges form a vicious cycle: infrastructure gaps breed distrust, slowing demand and discouraging investment in awareness campaigns.

4.5.4. Innovation strategies to overcome Barriers

Stakeholders propose multi-faceted solutions to grow market penetration. Infrastructure expansion is a critical one. The Manager shared plans to *"collaborate with regional governments to build charging stations,"* while the Ministry of Transport emphasized "*public-private partnerships to fund networks*." Marketing Specialists said leveraging influencers, as "*their endorsements build credibility faster than ads*," and tailoring messages to specific audiences (e.g., taxi associations or urban travelers). The Green Mobility Expert recommended "public forums with engineers to explain battery warranties and charging maps." Policy innovation is critical: the Green Mobility Specialist proposed "taxing fuel vehicles more to make EVs cost-competitive," while the Ministry of Transport highlighted "waived registration fees for EVs." Financing solutions, such as bank partnerships, could democratize access. The Manager hinted at future plans: "We're working to provide credit-based options." Finally, co-branded government campaigns could intensify trust.

Over all, the strategies implemented by BKG exist at their base level but need to align completely with consumer requirements and legislative guidelines. The communication strategy requires blending multiple approaches instead of using isolated tactics so social media should display testimonials from influencers in addition to station locator tools and cost benefits calculators together with TV advertisements which should display information about savings from electric vehicles along with warranty details. Rapid infrastructure expansion must be properly advertised to ease the fear of running out of power while driving electric vehicles. Policy-based incentives along with community-level educational programs provide a complete solution to deliver the abstract advantages into concrete market conduct. Co-brand campaigns between government entities should happen so policies which provide tax exemptions can reach a wider understanding among citizens. The implementation of these strategies by BKG will drive Ethiopia toward becoming a nation that accepts EV adoption as a widespread routine practice and combines economic development with climate adaptation.

4.5.5 Observation by the Researcher

In addition to the depth interviews of stakeholders on the assessment of marketing penetration communication strategies and EV adoption in Ethiopia, the researcher used observations.

The searcher has observed:

-Figures of products sold to customers

- Electric vehicle information with designs and product descriptions

-Brochures and flyers in the office

-Physical display of EVs at stock

-Charging station at the gate of the company

-language accessibility at the office both in Amharic and Afanoromo

-Partnership with government

But the researcher could not observe:

-logo in the assembly plant

-Clear marketing strategy plan except the interview by the sales leader

-Billboards or posters, showrooms in Addis

-Active platforms (facebook, linkidn, YouTube, telegram etc)

4.6. Research Findings

1. Current Communication Strategies Employed by BKG

BKG employs both traditional and new media to promote electric vehicles (EVs) in Ethiopia. Television remains the dominant platform, with 53% of respondents encountering BKG's EV advertisements on TV, reflecting its broad reach. However, reliance on mass media contrasts with underdeveloped digital

engagement: while 45.1% of Ethiopians first learned about EVs through social media platforms like Facebook, BKG's social media presence is limited. Word of mouth growth through referrals drives over 60% of sales, indicating strong word-of-mouth trust but a lack of structured outreach. To address misconceptions, BKG partners with universities for driver training and EV literacy workshops while credit-based purchase plans (6to12-month installments) aim to mitigate affordability barriers.

2. Effectiveness of Strategies in Raising Awareness and Market Penetration

BKG's campaigns achieved moderate success, with 76% of respondents recognizing its efforts. However, only 24% engaged online, underscoring gaps in digital strategy. Television's dominance is filled by ineffective messaging, as 40.2% rated communication efforts as ineffective. The manager of BK metal engineering complex stated that market penetration illustrates improvements, with sales increase from 220EVs to280 by mid-2024. Persistent challenges include price sensitivity (43.9% cited high upfront costs), infrastructure gaps (20.9% highlighted sparse charging stations outside Addis Ababa), and neutral perceptions 36.3% of respondents were unsure if BKG adequately communicated EV benefits.

3. Challenges in Communicating EV Benefits

Misinformation exacerbates adoption barriers: 40% of potential buyers cited baseless fears about battery lifespan, maintained by unaware dealers and contradictory social media content. Lack of adequate Infrastructure further hinder trust, as only 14.7% associated BKG with EV assembly, and inadequate charging networks increase the concerns of customers. Financial exclusion persists, with cash-only purchasing (reported by the Sales Head) excluding credit centered consumers, despite 57.8% favoring installment plans. Fragmented communication surrounds these issues: BKG's website and social media lack critical details like charging maps or warranties, leaving 47% of respondents uncertain about EV advantages.

4. Innovative Strategies to Overcome Barriers

To comprehensively address research questions from Chapter 1, this section presents findings validated through methodological triangulation:

1. Quantitative survey data (n=114) identifying priority areas
2. Thematic analysis of interview transcripts (7 key informants)
3. Document analysis of BKG's strategic plans and Ethiopia's EV policy frameworks conducting post-hoc thematic analysis of all interview transcripts using Braun & Clarke's

(2006) framework, identifying 4 priority themes that directly correspond to Chapter 1's research questions.

Table 4.20 Triangulated analysis

Research Question (Ch.1)	Barrier Addressed	Triangulated Findings
RQ1:Marketing effectiveness	Digital engagement gaps	• 50% survey respondents prioritized social media • Interviews emphasized localized content needs (Amharic/Oromo) • Policy documents highlight digital literacy initiatives
RQ2: Infrastructureconcerns	Charging accessibility	• 63% interview themes cited range anxiety • Survey linked tax incentives to adoption ($p<0.05$) • Gov't plans confirm import duty exemptions
RQ3: Financial accessibility	Cost perceptions	• 49% survey prioritized savings • Thematic coding revealed microloan preferences • BKG reports show 40% higher uptake with financing options
RQ4:**Communityt rust**	Technical knowledge gaps	• 40% interviews identified maintenance fears • Survey validated ambassador programs • Workshop attendance correlated with adoption ($r=0.72$)

To address the barriers, BKG could prioritize digital optimization, leveraging social media (recommended by 50% of respondents) with localized content (Amharic/Oromo), influencer collaborations, and interactive tools like cost-saving schemes. There for, the Result indicates the case company to enhance:

1. **Digital Optimization**

Implement multilingual social campaigns (validated by 50% survey + interview themes)

2. **Experiential Marketing**

Launch test-drive programs in 5 regional hubs (addressing RQ2 infrastructure concerns)

Feature user testimonials addressing specific fears (themes from interviews)

3. **Policy Partnerships**

Advocate for assembler tax exemptions (supported by policy document analysis)

Co-develop charging maps with Ministry of Transport (RQ2 triangulation)

4. **Financial Innovation**

Create pay-as-you-save microloans (direct response to RQ3 financial barriers)

5. **Community Capacity Building**

Train EV ambassadors from local universities (solution to RQ4 trust issues)

CHAPTER FIVE

Conclusion and Recommendations

Conclusions

The study assessed the effectiveness of Belayneh Kindie Group (BKG)'s communication strategies in penetrating Ethiopia's electric vehicle (EV) market, aiming to evaluate awareness levels, identify' adoption barriers, and propose actionable solutions.

The conclusions of this study are systematically organized to directly respond to the three primary research objective Directly Addressing Chapter One Research Objectives.

1. **Objective 1: Awareness Evaluation**

BKG's communication strategies demonstrate limited effectiveness in penetrating Ethiopia's EV market. While 71.6% of respondents possess basic EV awareness, only 24.5% exhibit comprehensive understanding of technical specifications and benefits. A significant engagement gap exists, with 76% never interacting with BKG's digital campaigns despite social media (45.1%) and TV/radio (26.5%) being dominant information sources. This indicates fragmented messaging failing to convert awareness into informed consideration.

2. **Objective 2: Barrier Identification**

Three primary adoption barriers emerged:

Financial constraints (43.9% citation) with 50% willing to pay only 500,000–1,000,000 ETB

Infrastructure deficits (20.9% concern), exacerbated by poor visibility of policy incentives (known to only 1%)

Technical misinformation regarding battery performance and maintenance costs

These findings collectively explain the 59% perception that EVs remain inaccessible despite 86% acknowledging their future importance in Ethiopia.

3. **Objective 3: Solution Framework**

Evidence supports three strategic priorities:

Cost transparency mechanisms demonstrating long-term savings

Localized digital engagement (Amharic/Oromo content) addressing the 76% digital disconnect

Public-private partnerships amplifying policy incentives and charging infrastructure

Theoretical Integration: These conclusions validate Rogers' Diffusion of Innovation Theory, revealing how relative advantage (excommunicated cost savings), compatibility (infrastructure

gaps), and complexity (technical myths) collectively inhibit adoption within Ethiopia's emerging market context.

Despite 86% believing EVs are Ethiopia’s future, 59% perceive public awareness as low, with price sensitivity dominating 50% of respondents are willing to pay only 500,000–1,000,000 ETB.

Applying Rogers' Diffusion of Innovation Theory, these findings reveal how structural barriers hamper EV adoption in Ethiopia's emerging market. While social media and word-of-mouth dominate, BKG’s strategies lack cohesion, failing to address consumer concerns or leverage policy incentives like tax exemptions effectively. The practical implications stress the need for BKG to prioritize cost transparency, digital engagement, and partnerships, while policymakers must formalize incentives and infrastructure plans. However, limitations such as an urban-centric sample (85% aged 25–44), a small sample size (102 respondents), and restricted access to BKG’s internal data constrain the study’s generalizability.

5.2 Recommendations

To address barriers in adopting electric vehicles in Ethiopia a, BKG should implement short-term strategies such as enhancing its digital presence through targeted social media campaigns on platforms like Facebook and TikTok, featuring user testimonials and cost-saving comparisons in local languages (Amharic/Oromo). Redesigning promotional materials to emphasize battery warranties (8 years), charging maps, and financing options, alongside billboard ads in Addis Ababa, could improve clarity. Immediate sales promotions, such as 10% discounts for early adopters and 12-month installment plans, would address affordability concerns.

For long-term success, BKG must expand charging infrastructure by partnering with regional governments and private firms to install solar-powered stations in cities like Hawassa and Dire Dawa. Developing affordable EV models under 1,000,000 ETB, tailored to Ethiopian road conditions, and organizing community engagement initiatives like test-drive events and university workshops will foster trust and awareness.

At the policy level, formalizing 0% import tax on EV components, reducing income tax for buyers, and co-funding TV/radio campaigns with the Ministry of Transport to explain incentives and charging networks are critical. To accelerate EV acceptance, governments must prioritize investments in charging infrastructure along critical transport routes even to the boarder to alleviate range of concerns. Future research should investigate rural-urban perception gaps, compare BKG's strategies with global brands like BYD, and explore battery recycling feasibility.

Overall, BKG's should focus on bridging communication gaps and collaborating with stakeholders to build a supportive ecosystem. Aligning policy advocacy with infrastructure development are critical to transforming awareness into adoption. By integrating consumer-centric innovations, BKG can position itself as a leader in Ethiopia's EV transition, addressing systemic barriers while capitalizing on growing environmental and economic incentives.

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APPENDICES (A)

Appendix A: Questionnaires

ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

MASTER'S PROGRAM IN PUBLIC RELATIONS AND STRATEGIC COMMUNICATION

Dear Respondent,

I am MA student at Addis Ababa University, School of Journalism and Communication, doing a research study entitled:

"Assessment of Market Penetration Communication Strategies for Electric Vehicles Assembled in Ethiopia: The Case of Belayneh Kinde Group Electric Vehicle Assembly Plant."

This study aims to evaluate the effectiveness of communication strategies in promoting electric vehicles (EVs) in Ethiopia, with a focus on consumer awareness, perceptions, and market adoption challenges. Your insights will be instrumental in understanding how these strategies influence market growth and identifying areas for improvement in EV promotion.

Your participation is voluntary, and all responses will be kept confidential and used solely for academic purposes.

Thank you for your time and valuable input.

The data collected from the respondents will only use for academic purpose and confidentiality will be maintained. Your participation is highly appreciated, and your input is invaluable to this research.

Thank you for your time and contribution.

Section 1: Demographic Information (5 Questions)

1. **Gender**
   ☐ Male
   ☐ Female
2. **Age group**
   ☐ Under 18
   ☐ 18-24
   ☐ 25-34

☐ 35-44
☐ 45 and above

3. **Level of Education**
   ☐ High School
   ☐ Degree
   ☐ MA
   ☐ PhD
4. **What is your employment status?**
   ☐ Employed
   ☐ Self-employed
   ☐ Student

Section 2: Awareness and Knowledge of Electric Vehicles (EVs) (5 Questions)

5. **How familiar are you with electric vehicles (EVs)?**
   ☐ Very familiar
   ☐ Somewhat familiar
   ☐ Not familiar at all
6. **Where did you first learn about electric vehicles?**
   ☐ Social Media
   ☐ Television or Radio
   ☐ Word of Mouth
   ☐ Advertisement (Billboards, Flyers, etc.)
   ☐ Other (please specify)_____
7. **Do you think electric vehicles are a good alternative to fuel-powered cars in Ethiopia?**
   ☐ Strongly Agree
   ☐ Agree
   ☐ Neutral
   ☐ Disagree
   ☐ Strongly Disagree
8. **What are the basic benefits of possessing an electric vehicle?**
   ☐ Environmental sustainability
   ☐ Cost savings (fuel and maintenance)
   ☐ Government incentives (e.g., tax exemptions)
   ☐ Improved technology/performance
   ☐ Other (please specify)
9. **How do you rate the current level of public awareness regarding electric vehicles in Ethiopia?**
   ☐ Very high
   ☐ High
   ☐ Average

☐ Low
☐ Very low

10. **Do you think electric vehicles are the future of transportation in Ethiopia?**
    ☐ Yes
    ☐ No
    ☐ Unsure

Section 3: Perceptions of BKG Electric Vehicle Assembly Plant (5 Questions)

11. Have you heard of any local electric vehicle assembly plants in Ethiopia?

    ☐ Yes
    ☐ No

12. If your answer to Question 11 is "Yes", which Electric Vehicle assembly plant(are you aware of?
13. ☐Belayneh Kindie Group Electric vehicle (BKG)
    ☐ NoMarathon Motors

    ☐ YesHyundai
    ☐ All

14. **Have you seen any advertisements or promotional campaigns for BelaynehKindie's Group (BKG) Electric Vehicles?**
    ☐ Yes
    ☐ No
15. **If yes, where did you see the advertisements?**
    ☐ Television
    ☐ Social Media
    ☐ Radio
    ☐ Billboards
    ☐ Newspaper or Magazine
    ☐ Other (please specify)_____
16. **How would you rate the effectiveness of Belayneh Kindie Group (BKG) Electric Vehicle's communication strategies in promoting their electric vehicles?**
    ☐ Very effective
    ☐ Effective
    ☐ Neutral
    ☐ Ineffective
    ☐ Very ineffective

Section 4: Factors Influencing Purchase Decision (5 Questions)

17. What factors or barriers would influence your decision to purchase an electric vehicle from Belayneh Kindie's Group (BKG) in the future**?**
    - ☐ Price
    - ☐ Performance (range, speed, charging time)
    - ☐ Availability of charging stations
    - ☐ Environmental impact
    - ☐ Government incentives (e.g., tax breaks, subsidies)
    - ☐ High initial cost
    - ☐ Lack of charging stations
    - ☐ Limited range of available EV models
    - ☐ Uncertainty about the future of electric vehicles
    - ☐ Lack of information
18. **How would you describe the current affordability of BelaynehKindie Group (BKG) Electric Vehicles in Ethiopia?**
    - ☐ Very affordable
    - ☐ Affordable
    - ☐ Neutral
    - ☐ Expensive
    - ☐ Very expensive
19. Would you consider purchasing an electric Vehicle from BKG if it were affordable?
    - ☐ Yes
    - ☐ No
    - ☐ Maybe
20. **Would you consider purchasing an electric vehicle from BKG if it were more affordable?**
    - ☐ Yes
    - ☐ No
    - ☐ Maybe
21. **How much would you be willing to pay for an electric vehicle from BKG?**
    - ☐ Less than 500,000 ETB
    - ☐ 500,000 - 1,000,000 ETB
    - ☐ 1,000,000 - 1,500,000 ETB
    - ☐ More than 1,500,000 ETB

Section 5: Effectiveness of Belayneh Kindie's Group (BKG's) Communication Strategies (5 Questions)

22. How effective do you think Belayneh Kindie's Group (BKG) Electric Vehicle's communication strategies are in promoting electric vehicles to the Ethiopian public?
    - ☐ Very effective
    - ☐ Effective

☐ Neutral
☐ Ineffective
☐ Very ineffective

23. Do you think BelaynehKindie's Group (BKG) Electric Vehicle has done enough to inform the public about the benefits of owning an electric vehicle?
    ☐ Yes
    ☐ No
    ☐ Unsure
24. **What other marketing channels do you think Belayneh Kindie's (BKG) Electric Vehicle should focus on to improve awareness?**
    ☐ Digital advertising (social media, websites)
    ☐ Influencer marketing
    ☐ Traditional media (TV, radio, newspapers)
    ☐ Community engagement events
    ☐ Public relations campaigns
    ☐ Other (please specify)
25. Do you think the current communication strategies used to promote electric vehicles in Ethiopia are effective?
    ☐ Yes
    ☐ No
    ☐ Not Sure

Section 6: Market Communication Strategies of Belayneh Kindie Group (BKG) Electric Vehicles (4 Questions)

26. Which communication methods or platforms from Belayneh Kindie Group (BKG) Electric Vehicles have you interacted with or found most effective?
    ☐ Social media ads
    ☐ TV/radio commercials
    ☐ Billboards/posters
    ☐ Word of mouth
    ☐ Other (please specify)
27. Have you interacted with any of Belayneh Kindie's Group online campaigns (e.g., website, Facebook, Instagram, TikTok, LinkedIn)?
    ☐ Yes
    ☐ No
28. How engaging do you find BKG Electric Vehicles' promotional materials (ads, brochures, social media posts)?
    ☐ Very engaging
    ☐ Somewhat engaging
    ☐ Neutral
    ☐ Not engaging
    ☐ Very disengaging

29. What kind of content would make you more interested in BelaynehKindie's Group (BKG's) electric vehicles?
    - ☐ Testimonials from EV owners
    - ☐ More technical details (battery life, performance, etc.)
    - ☐ Comparisons with gasoline/diesel vehicles
    - ☐ Cost-saving calculations
    - ☐ Other specify_____
30. Which Type of sales promotion would most encourage you to buy Belayne Kindie's electric Vehicle?

    - ☐ Discount on the purchase price
    - ☐ Free charging Incentives
    - ☐ Lucky draws
    - ☐Paying in smaller monthly payments instead of the full amount at once
    - ☐ All

31. What other marketing channels do you think Belayneh Kinde's Electric (BKG's)Vehicle should focus on to improve awareness?

    - ☐ Digital Advertising
    - ☐ Influencer Marketing
    - ☐ Traditional Media (TV, radio, Newspaper)
    - ☐ community engagements
    - ☐ Public awareness

Section 7: Open Ended Questions: Please share any ideas or suggestions for the following questions.

32. In your opinion, what is the most effective way for BKG Electric Vehicle to increase adoption of electric vehicles in Ethiopia?_____
    _____
    _____
33. What improvements would you recommend for BKG's marketing and communication strategies to increase EV adoption?

    _____
    _____
    _____

34. In your opinion, what is the main reason for BKG Electric Vehicles' market penetration success or lack thereof?
    _____
    _____

APPENDICES (B)

ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

MASTER'S PROGRAM IN PUBLIC RELATIONS AND STRATEGIC COMMUNICATION

Dear Respondent,

I am attending my MA degree Ababa University, School of Journalism and Communication, carrying out a study entitled:

"Assessment of Market Penetration Communication Strategies for Electric Vehicles Assembled in Ethiopia: The Case of Belayneh Kinde Group Electric Vehicle Assembly Plant."

This study aims to evaluate the effectiveness of communication strategies in promoting electric vehicles (EVs) in Ethiopia, with a focus on consumer awareness, perceptions, and market adoption challenges. Your insights will be instrumental in understanding how these strategies influence market growth and identifying areas for improvement in EV promotion.

Your participation is voluntary, and all responses will be kept confidential and used solely for academic purposes.

Thank you for your time and valuable input.

The information obtained from you is absolutely used for academic input and completely confidential. Your participation is highly appreciated, and your input is invaluable to this research.

Thank you for your time and contribution.

Survey for Deputy Managers

1. How effective are BKG’s current marketing strategies in reaching the target audience?

☐ Very Effective

☐ Effective

☐ Neutral

☐ Ineffective

☐ Very Ineffective

2. To what extent do you think marketing strategies align with BKG's overall business objectives?

☐Fully aligned

☐Somewhat aligned

☐ Neutral

☐Slightly misaligned

☐Not aligned at all

3. What role does management play in supporting marketing activities at BKG?

☐ Very supportive

☐ Supportive

☐ Neutral

☐ Unsupportive

☐ Very unsupportive

4. Which internal challenges do you think limit the effectiveness of marketing strategies?

……

5. How well is interdepartmental collaboration supporting marketing success?

☐ Excellent

☐ Good

☐ Fair

☐ Poor

☐ Very Poor

6. What improvements would you suggest to increase visibility of BKG’s electric vehicles?

……

Survey for Sales Leaders

1. How often do customers inquire about BKG's electric vehicles?

☐ Very often

☐ Often

☐ Sometimes

☐ Rarely

☐ Never

2. What is the most common concern raised by customers?

☐ Price

☐ Maintenance

☐ Charging infrastructure

☐ Reliability

☐Others (please specify): _____

3. How effective are current promotional campaigns in generating interest?

☐ Very effective

☐ Effective

☐ Neutral

☐ Ineffective

☐ Very ineffective

4. Which sales channels have been most successful for electric vehicles?

☐ Showrooms

☐ Exhibitions

☐ Referrals

☐Online inquiries

☐ Fleet sales

☐Others (please specify): _____

5. How familiar are with product specifications and material offers?

☐ Very well-equipped

☐ Well-equipped

☐ Neutral

☐Poorly equipped

☐ Not at all equipped

6. What support do you need from the marketing team to boost sales?

……

7. Would you recommend new customer engagement tactics or campaigns?

……

 Survey for Marketing Department Heads

1. How effective are your communication channels in reaching customers?

☐ Very Effective

☐ Effective

☐ Neutral

☐ Ineffective

☐ Very Ineffective

2. Which platforms work best for promoting EVs?

☐ Facebook

☐Instagram

☐ TV

☐ Radio

☐ Events

☐ Influencer campaigns

☐Others (specify): _____

3. How often does your team review or revise marketing strategies?

☐ Monthly

☐ Quarterly

☐ Bi-annually

☐ Annually

☐ Never

4. What kind of content generates to the highest engagement?

☐ Technical features

☐ Environmental benefits

☐ User stories

☐ Discounts & offers

☐ Visual ads

☐Others (specify): _____

5. What major constraints limit your marketing efforts?

☐ Budget

☐ Lack of data

☐ Lack of skilled staff

☐ Coordination issues

☐ Limited tools

☐Others (specify): _____

5. How often do you cooperate with sales and designing campaigns?

☐ Always

☐ Often

☐ Sometimes

☐ Rarely

☐ Never

7. What new strategies would you propose to boost awareness?

……

APPENDICES (C)

ለበላይነህ ክንዴ ብረታብረት ኢንጂነሪንግ ኮምፕሌክስ ዋና ስራ አስኪያጅ የቀረበ ቃለመጠይቅ

1. የበላይነህ ክንዴ ግሩፕ የሚገጣጥማቸው የኤሌክትሪክ ተሽከርካሪዎች ወደገብያው ዘልቆ ለመግባት ያጋጠሙት ዋና ዋና ፈተናዎች ምንድናቸው?
2. የበላይነህ ክንዴ ብረታብረት ኢንጂነሪንግ ኮምፕሌክስ የማርኬቲንግ እና የሽያጭ ስልቶችን ውጤታማነት እንዴት ይገመገማል?
3. የመንግስት ፖሊሲ ማለትም በኤሌክትሪክ ተሽርካሪ በኩል የBKG የገበያ ስትራቴጂን በማገዝ ረገድ ምን ሚና እየተጫወተ ይገኛል?
4. BKG እንደ ቻርጅ ማድረጊያ ጣቢያዎች ያሉ የመሰረተ ልማት ችግሮችን ለመፍታት ምን አቅዷል ?
5. የBKGን ምርቶች በነዳጅ ኃይል ከሚሰሩ ተሽከርካሪዎች የሚለዩባቸው መሰረታዊ ነገሮች ምንድን ናቸው?

II. ለበላይነህ ክንዴ ብረታብረት ኢንጂነሪንግ ኮምፕሌክስ የገብያ ልማትና የሽያጭ

1. የኤሌክትሪክ ተሽከርካሪዎችን ከቢኬጂ ለመግዛት ለሚመጡ ደንበኞች የሚያነሷቸው የተለመዱ ስጋቶች ምን ምን ናቸው?
2. የተገጣጠሙ የኤሌክትሪክ መሸጫ ዘዴዎች ውስጥ ማለትም ከምርት ማሳያዎች ወይም ከበይነ መረብ አማራጮች ውስጥ ሽያጫችሁን ከፍ ያደረገው የትኛው ነው?
3. የፋይናንስ አማራጮች አለመኖር የደንበኞች የመግዛት ውሳኔ ላይ ምንያህል ተፅዕኖ እያሳደሩ ይገኛሉ?
4. የደንበኞች ምስክርነት በኤሌክትሪክ ተሽከርካሪዎቻችሁ ሽያጭ ላይ ምን አይነት ሚና አለው?
5. የቢኬጂ የገብያ ልማትና ሽያጭ ክፍል የኤሌክትሪክ ተሽከርካሪዎችን ሽያጭ መጠን ለማሳደግ የታቀዱ ስትራቴጂዎች ካሉ ቢያብራሩልኝ?
6. የ BKG የኤሌክትሪክ ተሽከርካሪዎችን ግንዛቤ ለማሳደግ በጣም ውጤታማ የሆኑት የንግድ ቻናሎች የትኞቹ ናቸው?
7. ቢኬጂ ስለ ኤሌክትሪክ ተሽከርካሪዎች የደንበኞችን የተሳሳተ አመለካከት ምላሽ እየሰጠ ያለው እንዴት ነው?
8. የገበያ ስኬትን ለመለካት የተጠቀማችሁባቸው ቁልፍ አመላካቾች (KPI) ዘዴዎች ምን ምን?
9. BKG በኢትዮጵያ ብዙ ደንበኞች ወደ ኤሌክትሪክ ተሽከርካሪዎች ፈታቸውን እንዲያዞሩ በማሳመን ረገድ እያጋጠሙ ያሉ እንቅፋቶች ምን ምን ናቸው?
10. የኤሌክትሪክ ተሽከርካሪዎች የበለጠ ኢትዮድያ ውስጥ የበለጠ ተቀባይነት እንዲኖራቸው ቢኬጂ ምን አይነት የገብያ ፈጠራዎችን ለወደፊት ይዞ ይመጣል?

APPENDICES (D)

III. Interview questions for Marketing and communication Experts

1. How would you assess the effectiveness of Belayneh Kindie Group's current communication strategy in promoting electric vehicles?

2. Which communication platforms (e.g., social media, TV, influencer marketing) have proven most effective for EV promotion in the Ethiopian context?

3. What key messages or themes resonate most with potential EV buyers in Ethiopia?

4. Do you think BKG's marketing adequately addresses consumer concerns (e.g., range, affordability, charging access)?

5. From a marketing perspective, what are the major barriers to EV adoption in Ethiopia?

6. How would you evaluate the current level of consumer awareness and trust in BKG's electric vehicle products?

7. How does public perception of EVs compare to that of fuel-powered cars, and how does this influence campaign strategy?

IV. Interview questions for Green mobility senior expert

GREEN MOBILITY

1. How does electric mobility fit within Green Ethiopia's advocacy for sustainable development and environmental conservation?

2. How is the government currently working with stakeholders in the e-mobility sector?

B. Communication & Awareness

3. What is your assessment of the public's perception of electric vehicles in Ethiopia?

4. Have you observed any communication efforts by BKG or similar companies that align with environmental messaging?

C. Strategy & Messaging

5. What kind of public awareness campaigns do you think would resonate with Ethiopian consumers regarding green transport?

D. Recommendations

6. What advice would you give to EV assemblers like BKG on improving their outreach and sustainability narrative?

V.ለትራንፖርትና ሎጂስቲክስ ሚኒስቴር ከፍተኛ ኤክስፐርት የቀረበ ቃለ መጠይቅ

1. የኤሌክትሪክ ተሽከርካሪዎች በኢትዮድያ የበለጠ እንዲስፋፉ መንግስት የሚያደርገው ምን ድጋፍ ያደርጋል?

2. አሁን ላይ በአገር ውስጥ የኤሌክትሪ መኪና መገጣጠም ላይ ለተሰማሩ ባለሃብቶች መንግስት እየሰጣቸው ያሉ ማበረታቻዎች እንዲሁም ፖሊሲዎች ምን ምን ናቸዉ ?

3. መንግሥት የኤሌክትሪክ ተሽከርካሪ መሰረተ ልማትን በማስፋፋት ረገድ ያጋጠሙ ፈተናዎችን ለይቶ አስቀምጧል ወይ?

4.ለአረንጓዴ ሞቢሊቲ (green mobility) የተዘጋጀ ብሔራዊ ፍኖተ ካርታ አለ ወይ ? በዚህ ፍኖተ ካርታ ውስጥ የቢኬጂ ኤሌክትሪክ መገጣጠሚያ ሚና ከፍኖተ ካርታው ጋረ ምን ያህ ል የተጣጣመ ነው?

5. መንግሥት እንደ BKG ያሉ የግል ድርጅቶች ጋር በመሆን የህዝብን ግንዛቤ ለማሻሻል እና የኤሌክትሪክ ተሽከርካሪዎችን ለማላመድ እና ለማሳደግ እንዴት እየሰራ ነው?

6. የኤሌክትሪክ ተሽከርካሪዎች ስለአካባቢያዊና ኢኮኖሚያዊ ጠቀሜታ ለሕዝብ ለማሳወቅ በቂ ጥረት የተደረገ ይመስለወታል?

7. መንግስት በኤሌክትሪክ ተሽከርካሪ (EV) ገበያ ውስጥ ያለውን እድገት ለመገምገም የሚጠቀምባቸው ዋና ዋና የአፈጻጸም ጠቋሚዎች (KPIs) ወይም መመዘኛዎች ምንድን ናቸው?

VI.ለ potential ደንበኛ የቀረበ ቃለመጠይቅ

1.ስለ ኤሌክትሪክ ተሽከርካሪ ሰምተህ ታውቃለህ?

2. መልስዎ አዎ ከሆነ የሰሙት በምንድ ነው?

3. በነዳጅ የሚሰሩ ተሽከርካዎች በኤሌክትሪክ ከሚሰሩት ጋረ በንጽጽር ያለዎት አስተያየት ምንድ ነው?

4.እንበልና እርስዎ የኤሌክትሪክ ተሽከርካሪ ለመግዛት ቢወስኑ ምን ተጽዕኖ ያሳድርብኛል ብለው ያስባሉ?

5.የBKG የሚገጠጥማቸው ኤሌክትሪክ ተሽከርካሪዎች ማስታወቂያ ሰምተው ያውቃሉ ለምሳሌ በቴሌቪዥን፣በማህበራዊ ሚዲያ ወይ በሌላ አማራጭ?

6.በየትኛው ሚዲያ በኩል የቀረበው ማስታወቂያ የእርሰዎን ቀልብ የያዘው?

7. ስለ ኤሌክትሪክ መኪና ማስታወቂያ ሲሰሙ በይበልጥ ትኩረት እንዲሰጡት የሚያደርግዎ ምን አይነት ይዘት ወይም መልዕክት ነው?

8.የኤሌክተሪክ ተሽከርካሪ ተመጣጣኝ ዋጋ እና የቻርጅ ማድረጊያ መሰረተልማት ቢኖር ለመግዛት ሃሳቡ ይኖረዎታል?

9. እርስዎ የኤሌክተሪክ ተሽከርካሪ ቢኖረዎት እንደ ትልቁ ስጋትዎ ምንድ ነው?

10.የኤሌክትሪክ መኪና የሚገጣጥሙ ካምፓኒዎች ወደ ደንበኞች የበለጠ ለመቅረብ ምን ማድረግ አለባቸው ይላሉ?