



ADDIS ABABA UNIVERSITY

GRADUATE SCHOOL OF JORNALISM AND COMMUNICATION

Online Reputation Management in the Aviation Industry:

The Case of Ethiopian Airlines

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February, 2021

Addis Ababa, Ethiopia

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The Case of Ethiopian Airlines

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**A Research Submitted to School of Journalism and Communication Presented
in Partial Fulfillment of the Requirements for the Degree of Master of Arts in
Public Relation and Strategic Communication**

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ADDIS ABABA UNIVERSITY
GRADUATE SCHOOL OF JORNALISM AND COMMUNICATION

DECLARATION

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This is the thesis prepared by Yordanos Yerom, Titled: Online Reputation Management in the Aviation Industry; The Case of Ethiopian Airlines presented in partial fulfillment of the requirements for the degree of Master of Arts in public relation and strategic communication. This research is my original work and has not been presented by any other researcher to any university. I declared that all source materials used in this research has been properly recognized and acknowledged.

Approved by Board of Examiners

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Abbreviations/Acronyms

CEO: Chief Executive Officer

CIPR: Chartered Institute of Public Relation

EA: Ethiopian Airlines

FB: Facebook

HR: Human Resource

IT: Information Technology

MRO Maintenance Repair Over-haul

ORM: Online Reputation Management

PR: Public Relation

SM: Social Media

Abstract

Social media is now determined as an excellent communicative tool to connect directly with customers. One of the most significant ways to connect with the customers thought these SM channels are to create a SM fan page with reputation content.

This research is a case study of Ethiopian Airlines; it will provide a very good insight for Ethiopian Airlines about its online reputation management to improving its effectiveness. The aim of this study is to analyze Ethiopian Airlines social media platforms; to determine what types of content they share in the context of online reputation management.

Besides that, the paper will provide the field of a classification of the existing literature about ORM. The purposive sample method was chosen as the most appropriate method for this research, Primary data gathered from the interviews; the target audience were interviewed for the study are six corporate communication social media team they are assigned for social media team who managed and post/tweet for their company social media channels and four communication officers were selected from different government organizations that have a duty to manage their company SM channels. Secondary data gathered from the company's social media platforms (Facebook, Tweeter, LinkedIn, and YouTube) and monthly digital publication.

The finding of this research shows that, Negative contents that post/share on SM were successful on creation negative image of a company. Therefore, ORM is the way by which companies can deal permanently with potential reputation damages on social media. Based on the finding the researcher recommended that As an Ethiopian company the use of SM of Ethiopian Airlines was excellent, but as an international company, it needs to work harder on social media for the sake of online reputation.

Key Words:

Aviation, Social media, reputation, corporate reputation, online reputation management, Monitoring, crisis, threat

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CHAPTER ONE

1. Introduction

1.1 Background of the Study

Online reputation management is the process of positioning, monitoring, measuring, talking and listening as the organizational engages in a transparent and ethical dialogue with its various online stakeholders. In addition, most scholars agree that online reputation management is management of corporate reputation on the new environment, which is the social media.

Social media has facilitated companies' abilities to interact with stakeholders. Consequently, it has expanded reputation management to encompass also the digital environment. By online reputation management, researchers refer to the process that includes creating sharable content, interacting with stakeholders online, monitoring what they are saying, and addressing the possible negative content, in the aim of achieving enhance trustworthiness and stakeholder commitment as well as positive attitude towards the company, i.e. good reputation. (Jones et al. 2009).

Accordingly, the aim of this research is investigate the practice of online reputation management in Ethiopian Airlines by using their SM platforms. Ethiopian Airlines is the flag carrier of Ethiopia. During the past seventy plus years, Ethiopian has become one of the continent's leading carriers, unrivalled in Africa for efficiency and operational success, turning profits for almost all the years of its existence. According to information Technology Company affecting social media analytics called social bakers.com statistics; Ethiopian Airline is fastest growing face book pages in Ethiopia. Ethiopian Airlines is using its Face book page to build and maintain its business reputation (social backers, 2019). Ethiopian Airlines use different SM platform like Face book, Twitter, LinkedIn, YouTube etc. It uses them for different business objectives such as, customer care addressing requests and feedback in real time, to post available promotional package, new destinations and ongoing development (Ethiopianairlines.com, 2019).

Nowadays, Social media become a popular online tool in the whole world and competitor to traditional media like television, radio, newspaper and magazines. In addition to facilitating direct relationship with target audiences, helping brands to answer consumer needs and wants,

social media also attracts the attention of brand with its ability to persuade by being interactive, entertaining and educational as well as time and money efficient. These new channels that become widely available and maybe what is even more important, widely acceptable, and made the reputation management more important than ever.

According to Beal and Strauss, (2008) online reputation management can play role on such infrequent business decisions such as decisions concerning market share expansion, customer satisfaction and retention, etc. with this immensely and immeasurable growing internet technology, the need for online reputation management is also growing accordingly. It is increasingly seen as an important means by firms to create stronger alliance between customers and firm (Beal and Strauss, 2008). Whether you are a business owner or a profile CEO, reputation management is becoming increasingly important as people use Google and review sites. Reputation management is an essential part of any organization's or individual potential for success. Furthermore, it is important to briefly note that reputation in the digital age has emerged as an entirely new area for research, definition, and measure.

Today, Social media is a fast growing phenomenon in the world. There are a lot of different social media platforms, with each a different purpose and target group. In this study the researcher attempted to investigate online reputation management of the Ethiopian Airlines.

1.2 Research Problem

Online reputation management can help resolve the complaints of unsatisfied customers in the quickest way possible and aid in effective damage control. This, in turn, will uplift your brand image. Since potential customers will know that you care about their experience with your business. We have already established that ratings and reviews are key factors when it comes to building trust amongst existing and potential customers. However, customer behavior has shown us that even a single negative review can deter a potential customer from turning to your business (Devrix.com)

A lot of companies want to participate, many are reluctant or unable to develop strategies and allocate resources to participate effectively on social media. Consequently, companies regularly ignore or mismanage the opportunities and threats presented by creative consumers (Berthon et. al. 2007).

Airlines are big companies. They have thousands of members of staff and even more ‘touch points’ when it comes to customer communications and service around the globe. The last thing they need is to be on social media (business2community.com).

We don’t have any information about Ethiopian companies how they truly recognize the importance of social media. This is a lack of knowledge and resources on the study area and the ignorance’s can cause a reputation damage, which may affect the overall outcomes of the company. But Ethiopian Airlines may be a different company in stature and profile. However we need to study the company’s online reputation management to find out its standards and protocols off practice. No study has addressed EA’s reputation management. For this reason we do not know much about the carrier’s use of online platforms to protect its image. Research is therefore necessary to help us understand the company’s position in this regard.

1.3 Research Questions

This thesis aims to answer the following research questions.

1. What is EA understanding of reputation management online?
2. What are the practices of EA in online reputation management?
3. What are the company’s online threats?
4. How does the company address company crisis using online media?
5. How to protect company reputation online?

1.4 Objective of the study

1.4.1 General objective

The general objective of the research is to study how Ethiopian Airlines’ understanding and managing of online reputations successfully.

1.4.2 Specific objective

Specific objective of the study are:

1. To explore in what extent understanding of online reputation management.
2. To investigate the practices of Ethiopian Airlines in online reputation.
3. To find out online threats of the company.
4. To examine how Ethiopian Airlines address crisis by using online media.
5. To analyze how to protect company reputation online.

1.5 Scope of the study

Any research problem has to be delimited in scope to manageable size. Thus this study is delimited on interviewed six corporate communication officers they are assigned for social media team who managed and post/tweet for their company social media platforms and four communication officers were selected from different government organizations that have a duty to manage their company SM channels. And also focus on Facebook, Tweeter, LinkedIn, YouTube and Monthly Digital Publication of the company. Therefore, the population for the study is limited to actively participant of online reputation management of Ethiopian Airlines, and the official social media fan pages of the company.

1.6 Significance of the study

Whether your business is larger or small- with one location or many customers are talking about you online. And the viral nature of today's information can create or destroy your reputation in minutes. A solid online reputation also has tremendous impact on your bottom line. Recent research by reputation.com found that online-sourced sales for businesses that have online reputation management programs in place grew 24% faster than for those not actively engaged in online reputation management activities (reputation.com).

The significance of this study will provide a very good insight for Ethiopian Airlines about its online reputation management to improving its effectiveness. The output will also help to Ethiopian Airlines communicators and marketers have insight on how to employ and management effective on online reputation management. The research outcome will also benefit study and adds up knowledge to the field.

This study can be used a source of material for other researches. It can enable to get information about usage social media for effectiveness of company reputation. It also invites other researcher to conduct a detail analysis about online reputation management of other Ethiopian companies.

1.7 Limitation of the Study

The limitation of this study is First, regardless of the researcher's to contact the person responsible in handling the company's online reputation management activities from external customer of the company.

Second, the topic is relevant and interesting to study. But, challenge arose because of the lack of prior research in the field of online reputation management. Especially in the aviation industry; and couldn't get related literature of research in Ethiopia context that failed to compare with other researches and fill the gap. Therefore, it is difficult to find studies on reputation work on social media in aviation industry.

Third, I will prepare some questions about the Airlines crisis based on the plane crashed for face-to-face interview. But EA's HR Head skipped my question; he said it can't be answered right now. So I could not get any more information about the Airlines crisis based on the plane crashed. Therefore, the research does not address an issue without listed question for interview and difficult to get more information about the Airlines form the respondents.

1.8 Use of terms

In this study words 'reputation', 'image', 'identity' and 'brand' are used interchangeable. Similarly, the phrase 'Ethiopian Airline', 'company' and 'organization' would also have the same meaning.

1.9 Study Organization

This study will organize in five chapters; chapter one the introduction deals with background, research problem, research questions, objective of the study (general and specific), scope of the study, significance of the study, use of terms and study organization. The next chapter is chapter two presents, the review of related literature on the theoretical frame work, empirical studies and conceptual frame works. The third chapter presents, the research design and methodology, source of data, process of data collection, the instruments used for data collection and the system to analyze data. Chapter four presents, presentation, analysis of the data collection and interpretation of the result of the study by linking with the researches and scholars' view which are explained in the literature review chapter. Chapter five presents summarized the main finding of the study, and concluding the research. Finally, the section forwards recommendations.

CHAPTER TWO

2. LITERATURE REVIEWS

This section presents related literature review it's relevant for the problem setting of this study and discusses definition of public relation and reputation, corporate reputation, online reputation management, social media and online reputation management, online reputation management in aviation industry and crisis and online reputation management.

2.1 Public Relation and Reputation

A public relation is about reputation- the result of what you do, what you say and what others say about you (CIPR, 2005). Organizational reputation is arrived at by considering the sum total of images an individual has accumulated over a period of time that help that individual form an opinion about an organization (Ralph Tench and Liz Yeomans, 2006).

The most effective use of public relation form an organization perspective is to build a favorable reputation with key stakeholders. No one wants to do business with an organization without a reputation, and certainly not with an organization with a poor reputation (Ralph Tench and Liz Yeomans, 2006).

2.2 Reputation

Reputation derives from the Latin words “re,” which means over and over, and “putare” which is calculation. Reputation literally means calculating over and over again the pros and cons of a subject, a person, an organization, or its products. This is a rational process that also holds an emotional component. Reputation is a perception about the degree of admiration, positive feelings, and trust an individual has for another person, an organization, an industry, or even a country (Craig E. Carroll, 2013).

Reputation is the result of information processes impacted by cues from the organization itself, from peers, media, and last but not least, from personal experience. Assessment of an organization's reputation is rooted in an assessment of the performance of a firm or institution over time, including in the past and with expectations about the future. Reputations only matter in the context of an object with the organizations are not fixed forever. They tend to be volatile

depending on what the organizations do or what happens in the context in which they operate (Craig E. Carroll, 2013).

In the old days, managing your reputation was a simple matter of being friendly to people, keeping your word and always doing the right thing. But in our digital world, managing a reputation means responding to yelp review, checking blog comments, filtering social media responses and much, much more.

Reputation is of immense importance to all organizations as it paves the way to acceptance and approval by stakeholders. It underpins competitive advantage by demonstrating difference from other similar organizations reputation does not occur by chance. It relates to leadership, management, and organizational operations, the quality of products and services, and crucially relationships with stakeholders. Reputational performance is also connected to communication activities and feedback mechanisms (T.C. Melewar 2008).

A good reputation among consumers increases the likelihood of favorable purchase decisions. Advertising claims about being best in class are credible only if the organization has a good reputation (Goldberg and Hartwick, 1990). A good reputation adds value. It buffers the negative impacts of a corporate crisis and is a competitive advantage, an intangible asset that helps to perform better in share value and market shares (Fombrun and Shnley, 1990; Kitchen, 2004; Rindova and Fombrun, 1999).

2.3 Corporate Reputation

Corporate reputation is “the collective representation of multiple constituencies’ images of a company, built up over time and based on a company’s identity programs, its performance and how constituencies have perceived its behavior” (Argenti and Druckemiller, 2004). what stakeholders think or feel about the business or organization. Sometimes they can externalize their thoughts and feelings and give tangible reasons for the positive or negative reputation. Sometimes they cannot: “I just know I like it” or “I just don’t trust them.” The nature of the corporate reputation affects stakeholder behavior (John Doorley and Helio Fred Garcia p. 2007).

The concept of corporate reputation and reputation management are becoming important and valuable intangible assets at every company’s foundation. Stakeholders will consider the

reputation of an organization before they choose to interact with it (Tamara L. Gillis 2006). The reputation of the corporation is indeed now widely regarded as an important strategic asset that creates differentiation from competitors and preference among internal and external stakeholders of the company (T.C. Melewar, 2008).

A good corporate reputation has operational value- it helps to consolidate and enhance the relationship a company has with its important stakeholders. In contrast, a poor corporate reputation can be a lead weight and increase the friction in these relationships (T.C. Melewar, 2008). Companies with a good reputation are also able to charge higher prices and build a customer base that is more loyal, and which buys a broader range of products and services (Eccles et al., 2007).

When employees start to lose confidence and trust in their own companies, the internal culture starts to erode. Because the fundamental building blocks of good corporate images and reputations reside on the inside of a company, then any loss of employee commitment and loyalty can signal impending trouble (T.C. Melewar, 2008).

2.4 Reputation Management

Reputation management is the effort to influence what and how people think of a brand or person when viewed online. Put another way, character is who you are. Reputation is who other people think you are, and today it's based mainly on what artificial intelligence systems portray about you rather than first-person experience (reputation.com).

A signal of good reputation management is that you have standardized your reputation measurement system, to make sure that won't be a subject of discussion (T.C. Melewar 2008). Activities performed by individual or organization which attempt to maintain or create a certain frame of mind regarding them in the public eye. Reputation management is the process of identifying other people are saying or feeling about you or your business; and taking steps to ensure that the general consensus is in line with your goals. Many people and organizations use various forms of social media to monitor their reputation (business dictionary.com).

2.4.1 Best Practices: Reputation Management

1. Understand and value the components of reputation, including integrity, governance, and communicativeness (transparency).
2. Establish a formal mechanism to periodically measure reputation.
3. Establish a formal mechanism- for example, a regularly scheduled meeting of senior officers, or a “reputation management plan”- to manage reputation on an ongoing basis. The very act of establishing and adhering to a formal mechanism clearly expresses leadership’s commitment to protecting the reputation asset.
4. A formal mechanism (for example, a reputation management plan) can help your organization converge brand reputation and the broader corporate reputation with intrinsic identity (what the organization stands for) (Craig E. Carroll, 2013).

2.5 Definitions for Online Reputation Management

In the past, companies often took a more passive, reactive approach to managing their corporate reputation. Reputation was not actively managed in the long term, and companies simply tried to solve crisis as possible when they emerged in order to minimize the negative effects to the organization’s reputation, and after the solution they went back to normal business (Shamma, 2012).

In today’s social media environment this type of reactive approach is not enough, and companies need to actively manage their corporate reputation. Social media poses a threat to reputation, since users can easily generate and share unverified information about an organization on different social media platforms. Reputation risk can result from a company’s own communication activities as well, since it has to think about e.g. how it reacts to claims presented on social media (Aula, 2010).

The online environment has caused corporate reputation to be “easily enhanced or permanently damaged” (Jones et.al. 2009). Yet, even though the possibilities and threats of social media for corporate reputation have been recognized, little research exists on the relationship between social media communication and reputation (Floredduet.al. 2014).

Social media is “a group of internet-based applications that build on the ideological and technological foundations of web 2.0 and that allow the creation and exchange of user generated content”. Web 2.0 refers to a new way of utilizing the World Wide Web where content is continuously modified by all users in a collaborative way, compared to content previously being created by individuals. As for user generated content, the term refers to all the ways in which people make use of social media, and it has to meet three requirements: the content has to be published on a publicly accessible website or social networking site accessible a selected group of people, it has to demonstrate some creative effort, and it has to be created outside of professional practices (Kaplan and Haenlein, 2010).

Social media has changed traditional reputation communication in three ways.

1. The interactive nature of SM enables also users to easily communicate with one another and disseminate messages about companies.
2. Strategic reputation management on SM should focus on acting ethically and not trying to achieve short term business goals.
3. In social media, subjective truths easily turn in to collective truths about what a company is, and organizations have to be prepared to possible incorrect interpretation (Aula 2010).

Today, communication goes two ways between the company and its customers. The company sends a message through social media channels to the desired stakeholder group, but in addition to decoding the message the receiver chooses whether to respond (Swani et.al. 2014). If the stakeholder decides to respond, the company in turn decodes the message and possibly replies, which creates a conversation between the parties (Swani et.al. 2014). Moreover, in social media, the messages may also originate from the stakeholders.

Today's social media environment individuals are not to a large extent the ones creating, sharing, modifying, and discussing the content, and not companies' communications and marketing departments. The digital environment has increased exceptionally the speed, reach, and interactivity of communication (Jones et al. 2009; Kietzmann et.al. 2011). Indeed, the interactivity and the inability of companies to manage the content have made it nearly impossible for companies to control the conversations had about themselves on social media channels (Aula, 2010). Still, the popularity of social media has made it a platform that companies cannot ignore.

Online reputation management is the process of positioning, monitoring, measuring, talking and listening as the organization engages in a transparent and ethical dialogue with its various on-line stakeholders (Jones et al. 2009). Online reputation management signifies that companies use social media channels to build trust in them among stakeholders by communicating transparently, consistently, and engagingly (McCorkindale and Distaso, 2013).

As the above definition suggest Jones et al. (2009) advice companies to do three things;

1. To actively monitor the social media environment to find out what stakeholder are saying about the company,
2. To participate in social media by posting relevant content, engaging stakeholders and being in dialogue with them, and
3. To measure the impact of social media on reputation.

Monitoring and measuring building and maintaining good reputation. Measuring the metrics should move beyond numbers to include the nature of conversations and relationship building (McCorkindale and Distaso, 2013). Stating online reputation management encompasses e.g. interacting with stakeholder online, creating sharable content, monitoring what stakeholder are saying, and addressing possible negative content, in the aim of achieving enhanced trustworthiness and stakeholder commitment as well as positive attitude towards the company (Dijkmans et.al. 2015).

The measurement of online reputation has borrowed from traditional, offline measures of reputation; however, more attentiveness to online reputation are required than traditionally was necessary. While online reputation remains a multidimensional construct, many of the major tenants of what we have come to understand as offline reputation appear to have been changed. For example, today, it takes only a single blogger or solitary tweet catch fire and influence an organization's reputation. As the agency Weber Shandwick (onlinereputation.com) explains, as a result, online reputation management has become an important factor for organizations to consider today.

Three factors that influence the formation of corporate reputation on social media: trust, transparency and engagement (McCorkindale and Distaso, 2013).

- **Trust:** trusting that a company acts ethically is crucial in reputation. In order to build a strong reputation, a company and its stakeholder must trust each other. Today, stakeholders trust other stakeholders more than companies, which highlight the importance of enhancing trust.
- **Transparency:** to gain a good reputation, a company has to be transparent in its communication. Social media has facilitated transparency, but companies must also carefully consider the extent of their transparency.
- **Engagement:** corporate reputation in social media is created through two-way information sharing and engagement between companies and their stakeholders.

Consequently, organizational reputations are increasingly shaped by the content that stakeholders encounter specifically on social media (Kietzmeann et.al. 2011). Social media has become an essential communications channel for practically all organizations, since it offers an efficient and low cost way for companies to be involved in timely and direct contact with their stakeholders (Kaplan and Haenlein, 2010).

2.6 The Internet

The internet is a worldwide means of exchanging information and communicating through a series of interconnected computers. It was started as a U.S Defense Department project, but it is now accessible to anyone with a computer and a modem (George E.Belch and MichealA.Belch, 2003).

Web 1.0 refers to a stage in its evolution when the internet could be used to access information and relatively static web pages, while web 2.0 recognizes that online environment now offers opportunities for social connection and interactivity for example, through blogs, wikis and social networking systems and technologies (Lelia Green, 2010).

On the web, customers stakeholders, and the media can immediately see what's on people's minds. There's never been so good an opportunity to monitor what's being said about you and

your products than the one we have now. The internet is like a massive focus group with uninhibited customers offering up their thoughts for free! (David Meerman Scott, 2010).

Companies have used the web to establish media relations and government, investor, and community relationship; deal with crisis; and even conduct cause marketing. Companies have used their website to address issues, as well as to provide information about product and services, archive press releases, link to other articles and sites, and provide lists of activities and events (George E. Belch and Michael A. Belch, 2003).

According to Kirby (2010), Social networking is increasingly emerging as an essential communication tool for the travel industry. The growth of social networking phenomena in the airline industry initially commenced through sites such as Facebook, Twitter and MySpace since it has been growing with more professionalism with the turn up of new industry specified social networks (e.g. Tripadvisor.com). Without much research on how to engage with potential customers, many Airlines have stated using Twitter stream. Addressing the customer concerns and complaints is not possible by many airlines on social networking sites since they do not have any defined strategy (Kirby, 2010).

A great web site is an interaction of every other online initiative, including podcasts, blogs, news releases, and other online media. On a cohesive and interesting way, the content-rich website organizes the online personality of your organization to delight, entertain, and most important inform each of your buyers (David Meerman Scott, 2010).

2.6.1 Social Media

Social media is the superset and is how we refer to the various media that people use to communicate online in a social way, Social media including blogs, wikis, video, and photo sharing, and much more (David Meerman Scott, 2010).

“Organization use blogs to measure what’s going on with their stakeholders and to understand corporate reputation,” reputation management is important, and media measurement is a key part of what PR people do. Companies are already measuring what’s going on in the media, now they need to also measure what’s going on with blogs (David Meerman Scott, 2010). As a starting point, all marketing and PR people need to go to blog search engines and run a query on

their organization's name, the name of their products and services, and other important words and phrases such as executives' names.

Social media is every bit as much “earned media” as traditional news; social media affects brand reputation and purchases as much as mainstream news. To gain insights into consumer perception of the company and its brands- and to head off potential PR crises – PR must carefully monitor and measure social media (cyberalert.com).

In digital media monitoring and measurement, volume and actions are the easiest metrics to capture and measure. More importantly, they provide real insight. Number of traditional earned media clips and opportunities to see/potential impressions trending over time the old standby metric still provides useful insight into how well your message is getting out. The data has credibility as a reputation management tool especially when clips are evaluated for sentiment and messages. This is true of both news and social media (cyberalert.com).

Many PR people were slow to recognize the importance, influence and impact of social media but eventually they adapted, placing articles/posts in blogs and participating actively on social media networks. PR became actively engaged in social media marketing and content marketing. In most organization, PR also took on some level of responsibility for owned media such as the corporate website. Leaders in PR evaluation and media intelligence started to try to figure out how to measure the results of their social media efforts. Social media enabled people to express their likes, to share articles, and to comment on articles (cyberalert.com).

2.6.2 Social Media and Online Reputation Management

Social media are recognized as remarkable tools for users to express themselves and to manage their online identities (Ito et.al. 2010; Coutant and Stengger, 2010). Studies have emphasized the importance of displaying consumption tastes and practices in order to construct one's (digital) identity. In a wider sense they offer everyone the opportunity to talk (in positive or a negative way) about products, brand and consumption experiences.

Anyone can post a positive ora negative comment and whether it is true or not it will still affect's perception regarding the entities' reputation (Hung et.al. 2012). Therefore, organizations need to take actions to assess and monitor the online communication. As Perez-Tellez et al. state, both

companies and researchers started to pay attention to analyzing the content generated over the most popular online platforms, “to harvest information critical for their online reputation management” (Perez-Tellez et.al. 2011).

Online reputation management itself is quite new, especially in the era of social media. From a practical point of view, it was initially considered to be a three-part process relating to monitoring, participating and measuring: monitoring web 2.0, participating in it and mainly measuring the impact on reputation and branding (Jones, Temperly and Lima, 2009). The company’s engagement with web 2.0 is then considered in terms of breadth and depth, focusing on the monitoring and measuring dimensions. The endless number of social sites, chat rooms, forum and blogs makes the whole process practically impossible to check manually and new software to carry out this task is recommended. As a result, the authors emphasis both opportunities and threats associated with the effects of networks on social media.

Opportunity to comment online is not new; it has been possible for more than a decade through blogs, virtual communities and on certain commercial websites. However, the ability to “share” these comments with “friends” or “followers” and make them for more visible on socio-digital platforms much as Facebook or Twitter is a new development. Therefore, thanks to social media, brands have the opportunity to become integrated into a part of customers’ everyday lives and to gain exposure and strengthen their relationships with them. Thus, social media are considered to be fantastic tools for peer-to-peer recommendation and viral marketing. But they can also contribute to damaging brand image and reputation (Bernoff and Li 2008; Jones, Temperley and Lima, 2009; Manara and Roquilly 2011; Laroche et.al. 2013).

Thus, beyond expectation and potential risks and opportunities, more research is required to develop a better understanding of online reputation management on social media in practice. This means developing ground research as close as possible to the real practices.

2.6.3 Social Media Monitoring and Crisis Communication

Social media monitoring is important for any modern PR professional. And beyond monitoring, social media participation is also critical. It’s one thing to be paying attention to conversations. It’s another to actually get involved. Luckily, with social media come some great tools for monitoring the conversation about your brand so you know where people are talking about you

and can participate accordingly. While paid social media monitoring tools and services exist, there are also many free tools available to help (Pamela Seiple, 2010). Social media monitoring can also be extremely helpful in managing crisis communication. By staying on top of mentions of your company in social media, you'll be aware of any negative or potentially harmful conversations taking place about your brand. This will help you thwart any possibly reputation damaging discussions in a more time sensitive manner.

2.7 Crisis and Online Reputation Management

A crisis can be defined as “the perception of an unpredictable event that threatens important expectations of stakeholders and can seriously impact a company’s performance and generate negative outcomes” (Coombs, 2007). A crisis is a major unpredictable event that has potentially negative results. Quite often it is not what really happened in the incident, it is what key audiences believe happened, and that counts. It can damage its employees, products, services, financial condition and reputation and image (Barton, 1995).

Crisis can be caused through an issue running out of control. This form of latent crisis is by far the most frequent cause for corporate disaster and is also, by far, the most difficult to manage. The best defense against most crises is in the effective day by day management of issues (Sandra M. Oliver, 2004). Now a day due to the nature of social media; crises can disseminate rapidly and create long-term damage to a company’s reputation in a matter of minutes. Properly and proactively managing one’s reputation and presence on social media sites can help companies manage issues and respond appropriately in crisis situations.

Today, crisis is solved locally but can be watched and discussed globally through SM. Crisis situations bring out the best and the worst, the beginning of and the end of, the true worth of any company. Being “in flight” or “up against a wall” where corporate adrenaline keeps pumping is a situation that takes its toll on and challenges the company reputation, integrity, and credibility. And when the very core of an organization is questioned, that hits close to the heart (Tamara L. Gillis, 2006). A good reputation adds value. It buffers the negative impacts of a corporate crisis and is a competitive advantage, an intangible asset that helps to perform better in share value and market shares (Fombrun and Shanley, 1990).

2.8 Online Reputation Management in Aviation Industry

Today, web 2.0 extremely changing customers' expectations and behavior. Social networks such as Facebook, LinkedIn and YouTube etc. will change industries than the internet since they allow customers to communicate with each other, without the involvement of companies (Boyd, 2008).

Social networking is increasingly emerging as an essential communication tool for the travel industry. The growth of social networking phenomena in the airline industry initially commenced through sites such as Facebook, Twitter and LinkedIn since it has been growing with more professionalism with the turn up of new industry specified social networks (e.g. tripadvisor.com). Without much research on how to engage with potential customers, many airlines have started using Twitter streams. Addressing the customer concerns and complaints is not possible by many airlines on social networking sites since they do not have any defined strategy (Kirby, 2010).

Internationally, the travel and hospitality generates nearly 7.6 trillion dollars per year. That's a lot. If you work in these spaces, your online reputation is could be at stake. Unfortunately, most companies struggle with how to properly manage their brand. As a result, they're subjected to all manner of complaints. The importance of good customer service cannot be overstated. Great customer service is what constitutes an exceptional company, especially when it comes to hotels or airlines. Fortunately, there are numerous ways to take control of your brand, as you probably don't want it in the hands of a pissed off customer.

The travel industry is subject to customer service complaints, negative review postings, and healthy concerns. Well reviewed profiles on sites such as Google, Yelp, Trip Advisor, Oyster, etc. go a long way. Positive reviews and ratings on such sites build brand credibility for the consumer and strengthen a company's external image. It's especially relevant to pay attention to these 90% of consumers look here before booking a trip (massivealliance.com).

Presently people are looking to complete their activities via their mobile phones. With the arrival of social networking it has become an essential part of their life as they get used to mobile social networking. This is a potential impact for the Airline industry as they have already started online digital marketing such as E-tickets, flying etc. Taneja (2008) state that, "Flying ahead of the

airplane” has mentioned that social networking/media is increasingly emerging as an essential communication tool for the travel industry. The growth of social networking phenomena in the Airline industry initially commenced through sites such as Facebook since it has been growing with more professionalism with the turn up of industry specified social networks (Taneja, 2008).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology employed in this study, which aims to achieve the objective of the research. It explains the necessary research steps, the instruments used to gather data and the procedures followed in the administration and coordination of the research instrument.

3.2 Research Design

A research design is a local model of proof that allows the researcher to draw inferences concerning causal relations among the variables under investigation. This is the programmed that guides the investigator in collecting; analyzing and interpreting data (Franfort – Nachmial and Nachmias, 1996). Methodology applies in the present study to examine if the participant of companies in using social media effectively for their reputation purpose, a case study is conducted.

The case study design is not controlled but rather is naturalistic with in real contexts. Researcher can develop and refine the structural requirements necessary to establish credibility or internal validity in the case study. Case studies give answer to “how” and “why” question or “how do” problems that help to explain phenomena or experiments. Therefore, a case study approach presents a valuable tool for the following study on online media (Yen, 2009).

This research is a case study of Ethiopian Airlines. Ethiopian Airlines an international well-known and reputable brand among costumer; worldwide, and provides different service to different customers. The company uses around eight social media platforms. Therefore, Ethiopian Airlines presents a good case company to complement the investigation of this study.

3.3 Sampling Method/ Sampling Procedure

The entire group of people or a case of direct interest to the investigation is called the population. The smaller group selected for the study is called the sample. It is often impossible to study the whole population. Researchers make use of a sample to select research subjects (participants) who would represent the whole research population (Sommer and Sommer, 2007).

Polit, (2006) maintains that a sampling method is the process of selecting the sample from a population to obtain information regarding a phenomenon that represents the population of interest. The sampling method is devised to select the population eligible for the research study. The selection of the sample is a very important stage.

This research is meant to provide an insight and explore the online reputation management relations with an organization. The purposive sample method was chosen as the most appropriate method for this research, as the researcher applied knowledge of the research problem to handpick the respondents from the company. Here, the researcher relied on her experience, ingenuity or previous research findings to deliberately obtain units of analysis.

In a qualitative study, purposive sampling is more appropriate. Creswell (2009) has well explained the data collection procedures that identify the purposefully selected sites or individuals for the proposed study. According to Creswell, the idea behind qualitative research is purposefully select participants or sites (documents or visual materials) that will best help the researcher understand the problem and the research question (Creswell, 2009). More often, qualitative researchers are intentionally nonrandom in their selection of data source. Instead, their sampling is purposeful; they select those individuals or objects that will yield the most information about the topic under investigation.

Creswell (2007) reinforces that the concept of purposeful sampling is used in qualitative research. This means that the inquirer selects individuals and sites for study because they can purposefully inform and provide an understanding of the research problem and central phenomenon in the study (Creswell, 2007). The researchers draw their data from many sources, not only from a variety of people, but perhaps also from objects, online materials, and audio visual and electronic records. Based on this, the researcher chose participants who represent and

give a unique perspective on the issue of managing of online reputation in Ethiopian Airlines corporate communication with the social media team.

3.4 Sample Size

The researcher has targeted Ethiopian Airlines. The target audiences were interviewed for the study is six corporate communication social media team they are assigned for social media team, who managed and post/tweet for their company social media platform. The only criterion was that the participants are practitioners who participants on social media within their company. The researcher found them to be directly involved with the respective areas as well as experts in their fields. Participant's levels of qualification and positions within the company vary; however, they all work for the corporate communication department and those are responsible for performing online reputation duties. In addition, four communication officers were selected from different government organization that has a duty to manage their organization social media platforms.

The nature of this study pertains to online media; therefore, the researcher only chose from corporate communication practitioners, professionals and social media platforms (Facebook, Twitter, LinkedIn and YouTube) and monthly digital publication of the company as the unit of analysis.

3.5 Data Collection Method

Qualitative researchers often use multiple forms of data in any single study. They might use observations, interviews, objects, written documents, electronics materials (email messages and web sites), and anything that can help them answer their research questions. Furthermore, many qualitative studies are characterized by an emerging design (Leedy and Ormrod, 2005).

Therefore, this study has used a semi-structured interview schedule as the data collection method. A semi-structured interview schedule was appropriate for this study; the researcher know in advance exactly what needed to be known and could then frame appropriate questions to obtain the necessary information. The questions were personally administered by the researcher in the form of interviews, which were face-to-face. The respondents were briefed beforehand on the objectives of the research study. The most important advantage and reason for choosing interviews for this research is that interviews are a flexible method of data collection. The

researcher could also explain and expatiate on questions, in case they were not clear to respondents. These interviews attempted to understand how participants experience and how they make sense of their company. The interview questions were directed at the participant's experience, feeling, beliefs and conceptions about the topic; which is "online reputation management in the aviation industry; the case of Ethiopian Airlines". The interviewer emphasized and focused on the participant's first-hand experience of his or her company. The data received provided a discussion of the results, allowing the researcher to analyze the responses in the next chapter.

3.6 Research Instrument

3.6.1 In-depth Interview

In-depth interview is designed to discover underlying motives and desires of the participants of the study. In-depth interview is held to explore needs, desires and feelings of respondents, it is an important tool that assists in the elaboration of data concerning respondent's opinions, values, motivations, recollections, experiences and feelings (Wimmer and Dominic, 2006).

In this work, to gather data, the researcher employs personal in-depth interviews with six corporate communication social media team they assigned for social media team who managed and post/tweet for their company social media channels and four communication officers were selected from different government organizations that have a duty to manage their company SM channels. There are a number of reasons why this tool has been employed for the study. This helps the researcher to get the first hand information and perspectives of key social media practitioners about the role of social media for reputation management in Ethiopian airlines. In-depth interview with key social media practitioners is an important to answer some of the research questions mentioned in the study.

An interview was transcribed and analyzed using a progressive coding process (Corbin, Strauss, 2008). The coding process was carried out progressively from open coding to more abstract and conceptual coding –formally named axial coding (idem). From a practical point of view, the data analysis started with in vivo codes (i.e. from the social media practitioner's actual comments) that emerged from the data. Whilst analyzing and interpreting the data, the researcher then

progressively identifies themes and categories. Finally, the analysis of the results has been enriched by further reading of specific academic literature.

Thus, the whole analysis was the result of iterations from the data and the literature in a circular process. More precisely, the coding and interpretation construction was progressively carried out and continuously enriched, based on input from the field latterly, from the literature through an iterative sequence, as is recommended for such qualitative research.

3.6.2 Content Analysis

Content analysis is widely used in communication research and provides a brief description of important aspects of text, or data collection (Wilkinson, 2004). Content analysis is also a technique used for gathering and analyzing the content of a material. The qualitative content analysis would also help to identify the encoded message elements of the social media content.

Leedy and Ormrod (2005) argue that there is usually no single “right” way to analyse the data in qualitative study. The researcher begins with a large body of information and must, through inductive reasoning, sort and categorize it and gradually boil it down to a small set of abstract, underlying themes. The researcher often determines the specific characteristics to be studied only after carefully scrutinizing the body of material in search of potentially meaningful characteristics to identify and count; this is known as content analysis.

Content analysis is developing more and more and it is adaptable according to topics by using objective and systematic methods in determining the contents of the message. In this context, we decided that it is appropriate to use content analysis technique applicable for this research. In qualitative content analysis, data are presented in words and themes, which make it possible to draw some interpretation of the results.

The study is to analyze Ethiopian Airlines social media platforms to determine what types of content they share in the context of online reputation management. The researcher has tried to closely study the practices of online reputation management that corporate communication uses for what purpose. Is it for building online reputation? Is it using social media for handling crisis? Or is it as a promotional tool. The results and discussions presented in the following sections, emerged from this iterative process of data analysis and comparison to existing literature. Online reputation management of Ethiopian Airlines and issues are given as evidence. The practitioners' roles have also been identified.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This study was designed to assess “Online Reputation management in the Aviation Industry: The Case of Ethiopian Airlines.” Qualitative data was obtained through interview and document analysis data collecting instruments. The research involved a preliminary interview to gain background information regarding the role that online reputation management has for Ethiopian Airlines. A social media team coordinator and three senior level social media team officer of corporate communication within Ethiopian Airline’s purposively selected and interviewed. Because the literature states that building and maintaining a good reputation is said to be one of the central concerns and tasks of public relations (L’Etang 2008). Therefore, corporate communication (public relation) plays the key role in online reputation management of the company.

The interview took place at Ethiopian Airline’s Head Quarters in Addis Ababa full. Document analysis of Facebook, twitter, LinkedIn, monthly digital publication and YouTube channel of the Ethiopian Airlines and also different social media engagements about the company were conducted from the beginning of January 2020-end of December 2020 based on the checklist prepared for this purpose. Documents collected in relation with this research were reviewed and used for the analysis of the data.

The study aimed to answer the following research questions. What is EA understanding of reputation management online? What are the practices of EA in online reputation management? What are the company’s online threats? How does the company address company crisis using online media? How successful is the company in online reputation management?

This section of the research paper, therefore, offered the data gathered via the selected data collection tools mentioned above and the data is recorded in sound recorder, transcribed, coded in to the 4 thematic areas following approach of Leedy and Ormrod (2000) as explained in data analysis section and presented as follows.

4.2 Results of Interview Response

4.2.1 Using Social Media as a Tool for Online Reputation Management

The social media team coordinator says, “We use Facebook (English and Amharic) page, Twitter, LinkedIn, Instagram, YouTube and monthly digital publication this is the main channels we use at the monument. The most popular is our English Facebook page is the most popular. It has a number of followers we has over 1.8 million followers on Facebook.” The coordinator adds that EA have different area page precise they develop page of the company each area not all but some areas have their own Facebook pages. Those pages are managing in the headquarters. But Facebook is the most popular it has a lot of followers and get more engagement based on the people they have.

In addition, he mentioned that they do use of social media us a tool of reputation. It has a big impact on Ethiopian Airlines as a company. As a social media team they have to sustain all that a reputation whenever putting out anything it is to that level so how they use that as a tool, use it for promotions it is for motive, it is for learning method, it is to teach their followers, subscribers and users. Senior corporate communication officer added that, “We use around eight social media platforms us a tool for our online reputation.”

A communication expert mentioned that, SM is a new, very effective tool for company reputation with various groups of stakeholders; therefore, they can be used to create a desired image and to build the reputation of the company. The specificity and the advantage of new media in the context of building reputations is the fact that they can allow establishing of close relationship with the engaged groups of recipients; creation of such group forces transparency and requires an open, honest dialogue that gives the chance to achieve greater trust from the customers.

Another senior corporate communication officer highlighted,

“Our social media is the odd media of the company that is the first thing that we use to put the standards on. So whenever something comes from the outside which is not true which is false the first media tool use is our social media. So we tell our story we tell the truth. We told the fact to the public we told the fact to our followers. So it would not be negative news surrounding our customers. We went to sustain that reputation we that standard we have so it is a big tool. It is our first hand tools our social media. So it is something that we use very frequently.”

According to Akyol (2014), nowadays a lot of organization use social media tool to manage customer traffic, gain customer loyalty, improve recall, boost revenues and sales, enhance customer satisfaction, create brand awareness and build corporate reputation (Akyol et.al. 2014). Senior corporate communication officer says, “We use the social media platform as a tool like Facebook, Twitter, LinkedIn, Instagram, and YouTube channel. In fact we use the platforms not only to convey our messages but also to receive the reflections of our public.”

The data from the interviewee stated that thanks to the fast development of technology and communication tools, social media become a popular online tool in the whole world. As the technology develops, internet and Smartphone spread social media become a competitor to traditional medium like newspaper, magazines, radio and TV. In addition that they argue that social media at this time facilitating direct relationships with target audiences, helping brands to answer consumer’s needs and wants, social media also attracts the attention of brands with its ability to persuade by being interactive, entertaining and educational as well as time and money efficient.

According to Kirby (2010) social networking is increasingly emerging as an essential communication tool for the travel industry. The growth of social networking phenomena in the airlines industry initially commenced through sites such as Facebook, Twitter and MySpace since it have been growing with more professionalism with the turn up of new industry specified social networks e.g. Tripadvisor.com (Kirby, 2010).

4.2.2 The Role of Social Media in Corporate Reputation

The emergence of social media has led to a change of behavior among customer, since they are now able to exchange information and experiences, learn about companies from various sources, and make buying decisions dependent on this information without companies being able to influence such processes. As Weber (2008) state that, as a consequence of embracing social media, a number of authors and researchers agree that companies should refrain from the traditional top down communication models and build open, qualitative, and trustworthy dialogues with stakeholders in social media to increase customer' awareness and perceptions of them (Weber, 2008).

Companies lose their dominance over information flows, being exposed to critics and negative word-of-mouth affecting their reputation at a vast speed. According to Social media team coordinator, "Ethiopian Airlines is the most honest company form of communication, building upon people's natural desire to share their experiences with family, friends, and colleagues".

Communication officer from the government organization added that, companies lose their control over stakeholder relations and communications between their various stakeholder groups. This situation resulted in a series of negative comments throughout the social media platforms, impaction progressively on the company's reputation. Therefore, he concluded that social media increase the risk of reputation and comprise certain risk dynamics.

Another communication officer from the government organization added that "Content in social media is user-generated, social media users can publish true and false facts of companies, or distribute information about them that differs from what the companies are willing to share" she added that, social media can enhance expectations in the ethical behavior and transparency of companies, which companies might not be able to fulfill.

Another communication officer from government organization highlighted,

Reputation risk results from the dialogues and behavior of companies in social media, including reactions to conversations held, or the manipulation of information and activist influencers in social media. She argues that "the internet is the best tool for improving reputation. Blogs and social media networks reveal

new opportunities for customers to express positive opinions about companies and their brands and influence the reputation of companies in a positive way.

Senior public relation officer of government organization added that, “the internet changes the ability of external commentators to make their opinions widely known, and in this way requires change in the process of reputation management”. For this reason, Ethiopian Airlines need to participant in social media in order to observe conversations and correct information in time. He added that, a proactive communication approach should be implemented in order to prevent the risk of losing online reputation and being able to correct such situations. Thus, the participation of companies in social media can lead to valuable benefits, which practitioners should consider. With regard to consumers’ awareness of companies in social media, customers are not only exposed to information in social media, but also through communications by companies.

4.2.3 Planning and Posting on Social Media

The social media team coordinator stated that have a plan they prepared to post 1- 3 different contents per day. They well plan the caption plan if they use a picture, video to promote those plane how many numbers of followers that they to gat at the end of the week. So everything is planned.

The coordinator added that, whenever putting some content that it is to build the image of the company this goes not only for the Ethiopian Airlines but daily in everything that they try to promote on their social media. It is to improve and to sustain the image for their followers and for their customers out there.

Senior corporate communication officer mentioned that

“We have an ORM plan. We believe it is important to have an ORM plan so we know how to react when something negative or positive posted about our organization the internet. The quicker we can react to these situations, the better chance we have to mitigate it before it turns into a problem that may be beyond repair those all are done based on our plan.”

According to Social media team coordinator the Airlines has different social media platforms, so it plans to post what articles to post each week. There is a division of labor on what kind of article will be posted on Monday, Tuesday, Wednesday, Thursday... and so on. The social media

group is divided in to different division and they posted daily. Accordingly, they post every day, and sometimes emergencies or breaking news or articles are posted out of the plan. All are posted on the social media as planned and it has its own checklist.

4.2.4 Digital Crisis and Threat of EA

When the discussion starts about the reason of crisis and threats of a company, one of the challenges of managing reputation in today's chaotic media world is to understand how people determine what is true. Social media team coordinator mentioned that "we have guidance of crisis communication in general all corporate communication experts they take courses in crisis communication before a head before anything happen be prepared we can see and spot before something is cleat. That is usually what they do before goes out of the public. He added that when some kind of crisis happen they try to handle it from the inside. They have the standards the crisis level that who has to handle what level. Level 1 handle by social media team level 2, 3, 4... everyone involved the group CEO, directors and managers it to be involved."

e.g see <https://www.youtube.com/watch?v=AHJJ60D7NMw&t=370s>

Digital customer service has been strongly leveraged throughout the company. Today the airline announced services that given by the airlines that it would shift in to digitalization and social media channels. According to social media team coordinator, the airlines using social media for "new route launches, special offers, announcement, responding to customer queries and posting ale and news updates daily". The social media team coordinator explained that the primary strategy of the airlines is to provide customer support in social media with different employees involved in the process, although this can be activities increased during a crisis situation to monitor and respond to issues online.

Another senior corporate communication officer highlighted, "We have three shift work hours, therefore we are responding to people 24 hours". Crisis communication appears to be the dark side of social media in the social media team discussions. Their role and their activities are well organized in order to prevent this extreme situation and one of their main goals is to avoid such crisis. It must also be pointed out the evaluation of this activity is therefore very difficult, as it consist mainly of avoiding something happening.

Senior corporate communication officer argue that some cases are worse than others, of course, but even the most terrible crisis does not mean the end of the world for any company. A negative content when come to the company it is destroying the reputation that you are building by working hard. The company believes in fact. He added “when frustrated customers miss a flight or are assume treated impolitely by staff, the easily accessible internet and the social media page of the responsible company are a fast way to share their negative experience and demand compensation. Because the internet offers new platforms and ways through which customers can vent their negative experience with companies and can spread negative word-of-mouth that night prevent other people from becoming customers of this company. For the airlines industry, Ethiopian Airlines, the fast that the newer mobile communications technology grants mobile internet and that most airports offer some form of wireless internet hot spots translates to a higher risk of negativity on the social media”.

The participant highlighted, most of the time when a part from the specific case of crisis communication, the social media managers declare that they are in change of an “unexpected” and undesired activity; they have to take over the management of a large number of claims coming from customers on social media. They explain that this is not a part of their original mission and it the work of the customer service department. But this department does not intervene on social media and obviously consider that the social media management department is in charge of what is happening on social media. Social media managers consider this as a negative set back of brand presence and customer engagement and participation on social media. Indeed, brands may see their social media platforms become the vehicle for complaints and customer reprisals.

Guzel (2014) stated that the comments made on social media can go way beyond the geographic limitations and reach consumers from any corner of the world. These comments can either enhance or damage reputation. Even former employees or competitors can post comments with the aim of damaging an organization reputation. Organization must protect their reputation, and to do so, they should not take such comments lightly. Positive reputation can add value to brand image and boost sales. The other said of the coin is that negative reputation has the potential to lower consumer trust and sales (Guzel, 2014).

Corporate communication expert mentioned that when customers putting out information are out of the public on the company's social media platform and if there is any feedback from the society. The followers, subscribers whenever there is something negative comments, compliment or complained anything that comes the company understand that this is a reputation that the airlines has based on the standard the company give an answer that particular question to the person by doing this build the reputation of the company. He added that, "If something has been writing a negative comment for true or false information out of the public by other people and other media. It is a reputation thinks so the company has to give facts and standards and they give numbers and to tell the truth.

Another Senior corporate communication officer says, "let say somebody comes to the page to be the image that the Airlines have be carry and comment races thing the company don't want their customer to come in see the company have a standard and hide the comment they deletes the comment too." She note that those really negative comments are hurting the customer so the company inter deleted and hiding comments this are the threat of social medias. People have the fake account most of the time to attack people is to sprit fake news.

Social media team coordinator mentioned that

"Ethiopian airlines have strong IT department team and we have a strong IT policy to protect the social media of the airlines from different hackers. So in may stay here I never had any hackers. I don't hear such about any hackers. Out social media is much protected."

Senior corporate communication officer note that as a threat it is generally an avengers there. So it is very careful that they do not have to sit at the meat level, but the competition is in itself a threat. Concern is that nowadays it could be a computer that they have to work hard to grow, but they have the best potential in the online media. He added, "Everyday, the company encounters a myriad of complaints and queries from angry customers over Twitter and Facebook, every single one a potential trigger for a major social media crisis and reputational threat. (e.g. the Airlines giving transportation service during covid-19 (corena virus) pandemic disease and flight are cancelled or baggage is lost) to inappropriate behavior of customer complaints that are not handled fast enough by the customer service center. Additionally, the airlines at the time took-

their outrage to the social media platform of the airlines what going on the airlines because of covid 19 (corona virus) pandemic disease.

4.2.5 Company's Successful Online Monitoring

Watching and monitoring what is said about your brand or about the organization appears to be the core activity of the social media manager and the team. All the interviewee stated that every social media pages are managed by corporate communication social media team. Everything is managed from that headquarter. Whenever print out content it is prepared for each social media page. If they can share one post they have to the different social media pages they do that. So they put out different content.

According to Social media team coordinator they monitor that social media contents daily, weekly and permanently. So, whenever, monitoring daily is what about content has been set up. you would start from the content been published so what time does one content it be published after which, what kind of comment gating, what kind of inbox are gating its be for what do that daily if they have to answer to comment to read do if it is positive comment they like they replay comment right away. they do that daily based when they come to weekly that's when they measure evaluate on a day they have to get some numbers of likes they have to get some numbers of comment they have get some number of shares. So that will be side out daily but in their cases that is be monitored weekly. In fact, the social media team considers that brands are now more visible and more fragile when faced with the every comment on social media. It is not a case of detecting the texts produced solely by the customer. Texts published by employees of the company are also sought out. Employees' speaking out on social media is an emerging issue of particular concern to companies who fear that a tweet, a Facebook status, a comment on a forum could affect the brand image and destabilize the entire company or organization.

Senior corporate communication officer highlighted,

“Let's say when come to Facebook we have Facebook analytic which gives us literally numbers. So if it has reached 10 thousand people we would show you reach for this particular post 10 thousand your share is this, and your comment is that. So we see that we compare with the last 7 days so this week we have go on let say 11 thousand for the next week for the 7 days we can see we can evaluated

if we have done better in this week and the past is not you will see what we need to do better going back and checking the good engagement that has you have so this how we evaluate precise the number of that we have being set in. this is the Facebook analytic and the social media analytic help us a lot. You will see the number of followers that which gating within a week because you already have a number let say can you have 2 million followers at today and our next week see how many of followers that you have say when you have get 10 that will be report it. For this post we have within a week 10 followers have join our family so you will see and evaluated on numbers you will measure it on that.”

Senior corporate communication officer added that they monitored the company reputation daily. To monitor what is said about the brand or the company, the use of specific tools is systematic. They added something information that they do not have anything that has be suggested that they believe need be including in that message they do that real time they give responses right away they have to response a comment within 10 minutes for one comment so that will be evaluated and that is a real time in a response permanently it is for 24 hours so they have to do that.

Online reputation service to monitor opinions expressed online. Some companies do manual searching of the common complaint websites to find out what is being said about you, with the top online reputation services going a step further to read the complaints and identify common issues. Most services employ monitoring software that they develop in-house or buy commercially. Other has computer labs for automatic searching and clicking in order to influence the ranking of websites. The data from the interviewee stated that Ethiopian Airlines is successful on online social media monitoring. For such large companies such Airlines, where reputation is a very important factor, it is necessary to monitor the company's reputation in real time permanently. There are monitor their social media accounts 24/7 by online monitoring tools (Digimind monitor), which can be very useful for this matter.

Corporate communication officer expert mentioned reputations are important, possibly even more so online, where anyone can make a judgment based on whatever information shows up on a web search or social media site. Online reputation management services have the tools to help repair a damage company's image. Build a positive one reputation. So the company monitored their company social media platforms to build a good reputation. He added that, there are several

paid services available for monitoring conversation on the web. They carry out a qualitative and quantitative analysis of how discussions are carried out and how much the information is spread over the internet. Ethiopian Airlines used paid online monitoring like Digimind monitor. This is an essential and useful tactic for controlling bad information within the search engine space.

According to him, monitoring by itself is not enough if it is too late and damage has been done. The best outcomes occur if you proactively control your space and what people read about your brand. It is important to analyze your current space in order to take action and control it.

Senior corporate communication officer reflected on social media monitoring tool as follow: “our company also carries out monitoring every day, it sends us a kind of synthesis of the previous 24 hours. Extracting what is said on social media platforms and that also allows us to bounce back on to social media. It also plays the role of an alert system from certain important topics. Once you have adopted a monitoring system for your brand you should also track other information, such as competing brands and organizations, industry terms as well as general aviation news. Monitoring gives you instant notice if bad information appears.”

According to public relation officer of government organization, the external monitoring may be considered as an initial phase of commitment to a strategy regarding social media and has sometimes led to the creation of specific part of social media manager with in companies. He added that, brand reputation and image are confused and social media practitioners mention them without necessarily distinguishing business and company levels. One of participant notes that “a few years ago there was no mention of reputation at that time but rather of image”. The reputation concept and its current variations online reputation or e-reputation is the dominant term in daily practices. Therefore, monitoring is the heart of online reputation management as practice. In addition, he highlighted if Ethiopian Airlines want to know what is being said about their brand, they must monitor these online conversation. The size and complexity of the internet coupled with the speed at which news means it is difficult to continuously monitor all that is being said.

The data from the interviewee stated that Organizations can search social networks including Facebook with the queries of corporate brands, company names and even the names of executives to be able to monitor reputation. For the monitoring purpose they use Digimind

monitoring tool is tool collect any mentions that you have they will just fiddle him Ethiopian Airlines and it collects literally everything that has saying about Ethiopian Airlines except on Facebook. Because have a private policy would not be collected a fun Facebook but any other media it will be monitor to that. Social media has the personal journal of everyone since it is very easy for anyone to publish information on channels such as blogs, discussion boards and opinion forums. Unfortunately, not everyone can be pleased all of the time. The internet is a great way to judge what people think of a particular service or product. People tend to be more honest; the only downside is you are more likely to get negative feedback rather than positive ones. People who received very good service will rarely write about it, whereas people who received bad service will tell everyone and also write about it.

4.3 Social Media Management

Online reputation management are not only about surveillance and monitoring about also involve reacting to and being part of the communication process on social media. Customers directly challenge companies, brands and social media team. Thus brands enter to a conversational relationship, which can appear to be quite daunting when faced with billions internet users. This represents a major change as brand are therefore realizing progressively that web 2.0 and social media are not only an opportunity to reach large audience but can also involve a reversal in the communication process from the traditional one-to-many communication model.

Airlines are big company they have thousands of members of staff and even more ‘touch point’ what it comes to customer communications and service around the globe. The last thing they need is to be on social media, right? Some of the biggest Airlines in the world are leading brands in their own right on social media. They working really hard to develop high quality campaigns and a strong presence on social media, and it results in excellent outcomes.

This study is used for content analysis the Ethiopian Airlines social media platforms; what they do on their social media pages (Facebook, Twitter, LinkedIn, YouTube and Monthly Digital Publication) of the company for ORM. Kietzmann (2011) argue that, Evaluation of social media is really difficult, because reputation is a matter of trust, and information technologies are not yet good at determining such highly qualitative criteria (Kietzmann et.al. 2011).

Now a day social media has become an essential ORM tool for just about every business in every industry. Among those social media platforms Facebook is one. Facebook is used to connect with a variety of people- your friends, family and those you work with, people that is your customer or interested on you.

Ethiopian Airlines have over 1.8 million likes and over 1.8million followers from their Facebook page. This number indicates that Ethiopian Airlines have strong presence on Facebook, and they seem to have based it entirely on the model of offering news and information about the company and how it is doing. This obviously works well. Their engagement on Facebook is pretty constant, with posting every day. People are comments their felling and experiences on board the Airlines, the company is replay in 10 minute.

The Airlines regularly update their FB pages by adding various types of posts-the most common being news and interesting facts about the Airlines, showing video of movies playing on their flights, photographs of aircraft in company livery, updating information about operations new destinations, promotions (special tourism destination, new apps promotion etc), announcement and user involvement (photos posted by customer to the well and were highlighted by Ethiopian Airlines administrator) and eventually respond to customers' queries and complaints.

Ethiopian Airlines intentionally selected some interesting users post on their wall. This can arouse users' interest to upload their interesting Ethiopian Airlines flight photos to the wall. Some of the photos were the photos of flying with Ethiopian Airline's taken by the customers. This can encourage more users to be customer of the Airlines. Among all those posts were related to link sharing including videos and photos sharing. Ethiopian airlines mainly adopted Facebook page as their marketing channel therefore majority of the wall posts were related to ticket promotion and booking applications post.

Ethiopian Airlines publish basic information about their company on FB page. The other interesting point is when we see Ethiopian Airlines FB page fans mainly interested in ticket promotion. When the Airlines are new promotional post appeared, users will share the information with their friends.

Another popular social media platform of the Airlines is Twitter. Twitter has become one of the most important information channels of Ethiopian Airlines. Their Twitter page has 396.8 k

followers and 339 following. The Airlines have a strong presence on Twitter and offering news and information about the company. The Airlines Twitter page more focused on showing videos of movies playing on their flight. When we see their Twitter page we will notice on their Twitter that there is a significant number of retweets. Since customer are only happy to tweet their experiences on board the Airlines. The Airlines has an excellent Twitter page; full of gorgeous and attractive videos that all have the account is heavy on the branding. The Airlines use Twitter the key social customer service channel at present with airlines posting 1-3 content per day replies per day to enquiries and mentions.

A positive example on how social media can be used in the aviation industry to improve reputation is the company Ethiopian Airlines, the social media team tracked people who logged in on Twitter on the airport and mentioned with a hashtag or @ symbole that they were flying with Ethiopian Airlines.

(See uppedix D)

When we see Ethiopian Airlines LinkedIn page, around 133,428 users allow following and interacting with the brands of the company. (The data is got on January 26/2021). The Airlines LinkedIn page present with active and carefully designed and adds their professional information and LinkedIn is in charge of putting companies and individuals in contact. This platform linked other Ethiopian Airlines social media platforms, such as Facebook, Twitter.

The platform encourages peer-to-peer connections, making it possible for likeminded parties to find each other with ease. This social network shares the same information as Facebook. What makes LinkedIn unique is that it can be easily accessed by potential customers, which makes it unique.

ORM has everything to do content through any platforms what so ever. Today, content making in the form of website, blogs, and product reviews have been critical to maintain companies' reputation. Ethiopian Airlines share video through YouTube; millions of people view them worldwide. Video sharing is and will continue to be a staple in online reputation, via YouTube, instagram, Facebook and LinkedIn and this embraced it as an online reputation and marketing strategy. By this reason Ethiopian Airlines should make familiar with upcoming trends to stay

ahead of the competitions. And also Ethiopian Airlines leading are now using YouTube to build brand image by improving the communication between their customers.

On the Ethiopian Airlines different videos are uploaded those are: safety videos with lots of humor as many passengers don't pay attention during the boring in-flight safety instruction routine followed by flight attendants, created new safety video in collaboration with many celebrities while simultaneously demonstrating the safety features and procedures on the aircraft. YouTube, the most popular online video community, millions of people can discover, watch and share. YouTube channel of Ethiopian Airlines is the number of videos uploading by channel, they has 35.6k number of subscribers, and that of interactions (that contains like, dislike, and comments).

In general, videos of Ethiopian Airlines uploading in their YouTube channel with a high rate of interactions are create to evoke emotional, such as to awake passion for travel. These Airlines show in their videos hoe easy and comfortable it is to travel, demonstrate the comfort of their service or depict the quality of their planes and other devices.

The Airlines business is fundamentally a service industry, therefore branding becomes important in differentiating one Airline from its competitors. Airlines public relations strive to communicate their value through branding to secure customer loyalty to build company reputation. "What's up" it is monthly digital publication which recaps major happening in Ethiopian Airlines. This is part of building reputation of the company and providing a specific medium through which to speak to customers.

The monthly digital publication EA has a number of content, on the news that customer can easily find what activities are being done at the Airlines on a monthly basis and on the other hand under testimony part which is list of politicians, celebrities, customer retweet about the Airlines putting and used it to build a good reputation. They also make it accessible through this digital publication if the Airlines receive various awards they publish the certificate of award on the digital publication.

In addition to the monthly digital publication can also be seen as adding value to the Airline product by giving the customers something extra. When various worldwide media outlets and writers says about the Airlines, at the end of the publication mentions on put the link. so that the

customer can easily find what media outlets and writers put positive articles about the airlines on social media. This well makes it easier for readers or customers to understand what the world is saying about the Airlines and what the Airlines are doing to the world.

Consequently, interacting with customer on the social media can improve reputation. But in order to avoid a social media crisis, it is highly important to monitor customer feedback online and reply timely at the source of the complaint. The company has a good representativeness on social media platforms especially on Facebook.

CHAPTER FIVE

5. SUMMERY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of The Findings

In this section, based on the finding of the study summary and conclusions are drawn and possible recommendations are forwarded. As stated on chapter one the purpose of this study was to investigate practice of online reputation management of Ethiopian airlines, and specifically to give answer for the five research questions.

Here are summary of the findings:

- One of the main findings that from Ethiopian Airlines case study was that Ethiopian Airlines understands the online media as the best model of communications to manage its reputation. As social media by itself is a two-way communication, the reputation of the airlines is cultivated through conversation and mutual understanding with the publics.
- They use social media as a tool of reputation. It has a big impact on Ethiopian Airlines as a company. As a social media team they have to sustain all that a reputation whenever putting out anything it is to that level so how they use that as a tool, use it for promotions it is for motive, it is for learning method, it is to teach their followers, subscribers and users.
- Social media post various challenges towards companies in the service industry. Based on the mentions that the customer expectations about reaction times and problem solving if problems occur. (e.g employee complaint) in this context, reputational reservoir and a loyal customer fan base become ever more important.
- In the previous sections we have show how company's might utilize publicly available social media data for reputation management. Content communicated via social media reaches many people and thus might significantly impact stockholders' perceptions about a company. In order to prevent reputation damage, company should therefore sense social media content for being able to respond to such threats quickly.
- In regard to crisis response strategies, giving the company a human face can protect from angry attacks, although replies to individuals have to be crafted carefully dependent on

the context. Removing the conversation from a public forum to less disclosed options like email and telephone are they use as additional options.

- The social media team emphasized that the central role they now play is handling cases of crisis communication, adding that this role is not necessarily voluntary. Indeed, social media platforms are directly solicited by internet users and also used by organizations as a polemic arena from which they gain mass media attention. In short, social media management responds to one of the initial problems by helping to protect the reputation of the company on social media. This appears to be another form of delicate customer relationship management on social media.
- The fact that, Ethiopian airlines are quite apprehensive vis-a-vis other international company participation on social media. They fear that a single tweet, a facebook status, a comment on a forum could affect their reputation and destabilize the entire company. Customers may participate and involve brands in their everyday conversation in positive ... but also in a negative way. To prevent internet users doing so can lead to move sending of the situation and damage the brand reputation even more with the risk of negative word of mouth.
- The analysis of the case study found that the contribute of social media to the development of reputational crisis- that companies who work in this industry sector have to be prepared to deal with customer enquiries through their social networking sites. In order to minimize the risk of social media crisis, Ethiopian Airlines has already undertaken important steps in its social media strategy. For example replies customer complained within 10 minute and a continuous monitoring of mentions of the company online.
- They protect their reputation by providing credible response for defamations. In addition, they also have open two way communications with different customers. This is the way of connecting their customer. So if something wrongly said about the airline if there is false information going around social media is there media this is their way of connecting to the public real time right away.

5.2 Conclusion

This research contributes to a better understanding of online reputation management. Academic literature has already put forward many opportunities relating to customer engagement and participation on social media. Through a qualitative research study, this article highlights the current practices and issues regarding online reputation management faced with customer participation on social media.

The significance of this study will provide a very good insight for Ethiopian Airlines about its online reputation management to improving its effectiveness. This research contributes to a better understanding of SM as practice for ORM. Academic literature has already put forwarding many opportunities relating to company engagement and participation on SM. Qualitative research method and content analysis was used. Six participants (corporate communication social media team) were interviewed and four communication officers were selected from different government organizations that have a duty to manage their company SM channels through face-to-face and by e-mail interview and the interviews were then transcribed. Thematic analysis was used to analysis. Based on this highlights the practice and issues regarding online reputation management faced Ethiopian Airlines participation on social media.

According to the literature review, Social media platforms play a significant role in improve reach and promote Airlines industry activities and build its reputation. The study discovered that, Ethiopian Airlines use different social media pages as a tool to build reputation of the company. Those are Facebook (English and Amharic) page, Twitter, LinkedIn, Instagram, YouTube and monthly digital publication. Among those English Facebook page is the most popular. It has a number of followers they have over 1.8 million likes and followers on Facebook.

The research concluded that Ethiopian airlines there are successful on keeping reputation through online. because they put out daily content, they put out any information about the airlines, they answer their customers comment actively, if there is any complained that is been handle and forward to the concerned department and being handle real time at that particular movement so sometimes you would need credibility when you lack of information so that what to try to avoid on the time if there is any information that given to be from the company to the public they

directly do it through their social medias so they try to sustain that reputation they had. All social media of the Airlines are the same and consistent features; this is making it easier for the Airline's social media to be identified by customers, as well as making the brand more popular with customers too.

The Airlines when customers putting out information are out of the public on the company's social media platform and if there is any feedback from the society. The followers, subscribers whenever there is something negative comments, compliment or complained anything that comes the company understand that this is a reputation that the airlines has based on the standard the company give an answer that particular question to the person by doing this build the reputation of the company.

On the other hand varieties of videos will produced and disseminated by different social media about the Airlines which caused a negative impression on the minds of the customers. Therefore the Airlines sites should be able address such situations by the airline CEO, and we hope that the customer will understand the facts as the airline manager explains the issue so that customers do not misunderstand the airline.

The core activity of the SM team of the Airlines is watching and monitoring what is said about brands or about the organization appears on SM. In fact, the SM team officers consider that brands are now more visible and more fragile when faced with the everyday comments on SM. Texts published by employees and customers of the Airlines speaking out on social media is an emerging issue of particular concern to companies who fear that a Tweet, LinkedIn and a Facebook status, all negative comment on social media could affect the reputation of the company.

This research has acknowledged the fact that social media lead to a significant increase in potential reputation thereat for companies, since the unfiltered information flow entered an uncontrollable dimension in the social world. Furthermore it is pointed out that a number of factors influence the Airlines reputation. Especially in this online environment companies are more open to customer attacks, as one single comment can have a huge impact on companies' online reputation. Today, with the rise of SM; reputation management of any company has been expanded with ORM. Nowadays, when people launch an attack on SM, companies have no

control, and reputation damage can be the result. Reputation damage may have significant influence on the overall results of companies in the future. ORM is the way by which companies can deal with customer attack on SM. that is why Ethiopian Airlines have to organize and execute an effective ORM.

Finally, this research also shows evidence that social media team is at the interface of internet monitoring, online communication and customer relationship management. The study discovered ORM is the way which Ethiopian Airlines can deal with content of people an SM. In the continuation of the paper; content of people means messages, opinions and statement of people on SM, and the content can be as well as positive as negative. A successful creation of negative image of a company can cause reputation damage. ORM is therefore the way by which companies can deal permanently with potential reputation damages on social media.

Attempts to control the sentiment about the company and its online reputation by deleting unfavorable posts or blocking critics will deteriorate customer trust and damage the reputation further. Reacting to the crisis by posting general status updates online is important to show transparency and commitment, while engaging with affected individuals will help to resolve actual issues and demonstrate that the company cares.

5.3 Recommendations

As per the data Analysis, the following recommendations were provided by the researcher.

- As an Ethiopian company the use of social media of Ethiopian Airlines was excellent, but as an international company, it needs to work harder on social media.
- Governmental companies in Ethiopia need to learn from Ethiopians Airline, how to use social media platforms permanently to build their reputation.
- Use your social media for communication issues on time, realistic, transparent; there by reducing rumors, negative talk, and motivating customer to speak for the company.
- The study recommended that, currently customers are collecting information through the company's social media, and the Airlines should pay more attention to their social media channels. Accordingly, as the airline is an international company, its social media followers are not impressive. Therefore, the company needs to do more attention on their SM pages to have more followers on their SM pages.
- We all know that customer is King. They will be should establish a good relationship with the blogger or the customer that complained about the company service on any social media platform.
- The Airlines believe that those really negative comments that posted on their SM pages are hurting the customer; and inter deleted and hiding comments. This is not good. Instead of respond to negative reviews or comments politely the Airlines are inter deleted and hiding that. There are so many companies that failed in digital world due to negative reviews of customers.

For instance, if someone left a negative comment or review about the company, these are giving a chance to change the conversation and make thing better. Customers did not silently vow. But, they again or trash them to their friends.They told what happened and why they are disappointed. Now these are looking to the company to make things better; Instead of just deleting the comments, listen to what they are telling about the company, understanding their problem and where the communication has failed.

- Currently, many reputations are being damaged by the wrong responses or by no response at all. So do not allow the company to be part of this trend. Proactive communication is the key to maintaining and improving reputations.

- Companies can protect themselves by building a strong relationship and a reputational reservoir by adhering to the principle of truthfulness and
- The Airlines more focus on monitoring their SM pages. But be focus on competitor analysis; let's discover how competitors use SM. how competitors position themselves on SM, what they share and how their audience responds. This can also find out what kind of SM channels work best for competitors, what information should include in social profile and page bios and what types of status updates get the most engagement. This all helps to Ethiopian Airlines how to use SM effectively.
- Finally, it is also recommended that an upcoming research has to focus in deeper and wider inquiry on the ORM of any Ethiopian companies.

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Appendix A

Interview Guide for Selected Respondent of Ethiopian Airlines Corporate Communication Social Media Team Management and Employees

1. What is Ethiopian Airlines understanding of reputation management by using online media?
2. Do you use social media as a tool for reputation management if yes how?
3. How do you improve your image for your millions of potential customers around the world?
4. What kind of social media do you use? Which one is the most popular? What is the reason?
5. Did you have a plan for your posting?
6. How to protect your reputation online?
7. What are the company's online threats?
8. How you respond to crisis situation especially to online threats?
9. Do you monitor your social media accounts of your company? What about measuring and evaluation?
10. Did you monitor the company's reputation in real time permanently?
11. How do you manage third party social media negative reviews?
12. Are you successful in online reputation management? How?

Appendix B (Amharic)

ለኢትዮጵያ አየር መንገድ አመራርና ስራተኞች የተዘጋጁ የቃለ-መጠይቅ ጥያቄዎች

1. የኢትዮጵያ አየር መንገድ ማህበራዊ ሚዲያ ተጠቅሞ ዝናው ከመቆጣጠር አኳያ ያለው አረዳድ ምን ይመስላል?
2. ማህበራዊ ሚዲያ ለተቋሙ መልካም ዝና ግንባታ እንደ መሳርያነት ትጠቀማላችሁ? መልሱ አዎ ከሆነ እንዴት ነው የምትጠቀሙት?
3. በአለም አቀፍ ለሚገኙት በሚልዮን የሚቆጠሩ ደንበኞቻችሁ እንዴት ነው ገፅታችሁ ተቀባይነቱ ከፍ እንዲል የምታደርጉት?
4. ምን አይነት ማህበራዊ ድረ-ገፅ ነው የምትጠቀሙት? የትኛው ነው በይበልጥ የምትጠቀሙት? ምክንያቱስ ምንድነው?
5. በማህበራዊ ሚዲያ ለምትለጥፉት ፅሁፍ፣ ፎቶ እና ቪዲዮ እቅድ አላችሁ?
6. በማህበራዊ ሚዲያ ዝናችሁ እንዴት ነው የምትጠብቁት?
7. የድርጅታችሁ የማህበራዊ ሚዲያ ስጋት ምንድነው?
8. የተቋማችሁ መልካም ዝና የሚያጠፋ ሁኔታ ሲያጋጥማችሁ እንዴት ነው ምላሽ የምትሰጡት በተለይ በማህበራዊ ሚዲያ ለሚፈጠረው ስጋት?
9. የማህበራዊ ድረ-ገፃችሁ ትቆጣተሩታላችሁ፣ ትለኩታላችሁ እንዲሁም ትገመግሙታላችሁ?
10. የተቋማችሁ ዝና በትክክለኛው ጊዜ እና በተከታታይነት ትከታተሉታላችሁ?
11. በሶስተኛው ወገን ለሚፃፉ አሉታዊ ዘገባዎች እንዴት ነው የምትቆጣጠሩት?
12. በማህበራዊ ሚዲያ የተቋሙ ዝና ከመጠበቅ አኳያ ስኬታማናችሁ? ከሆናችሁ እንዴት?

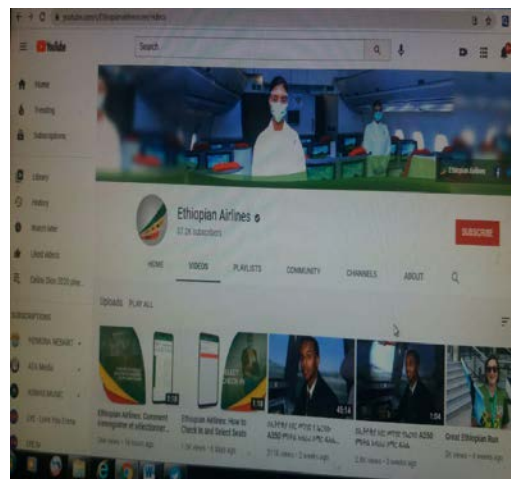
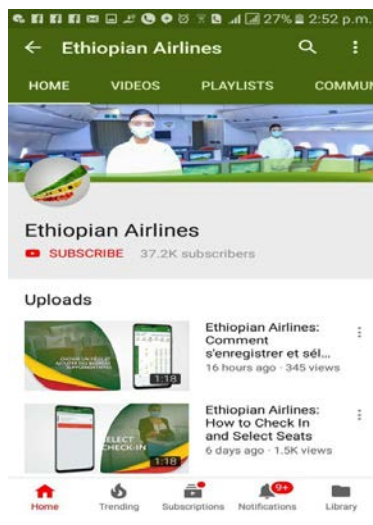
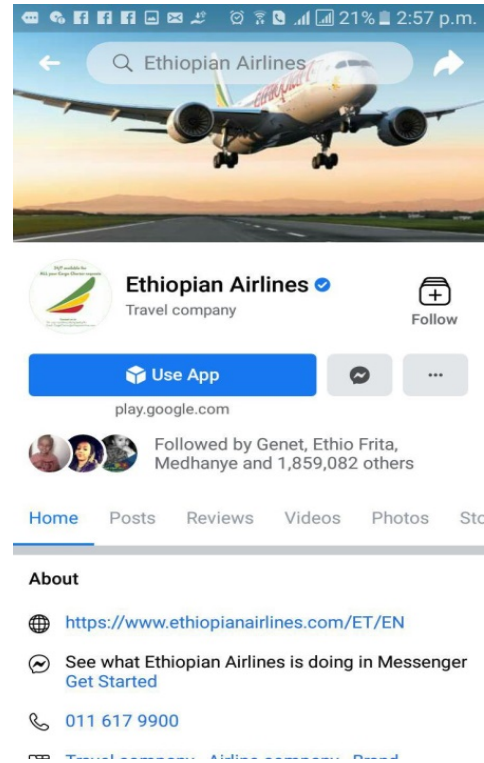
Appendix C

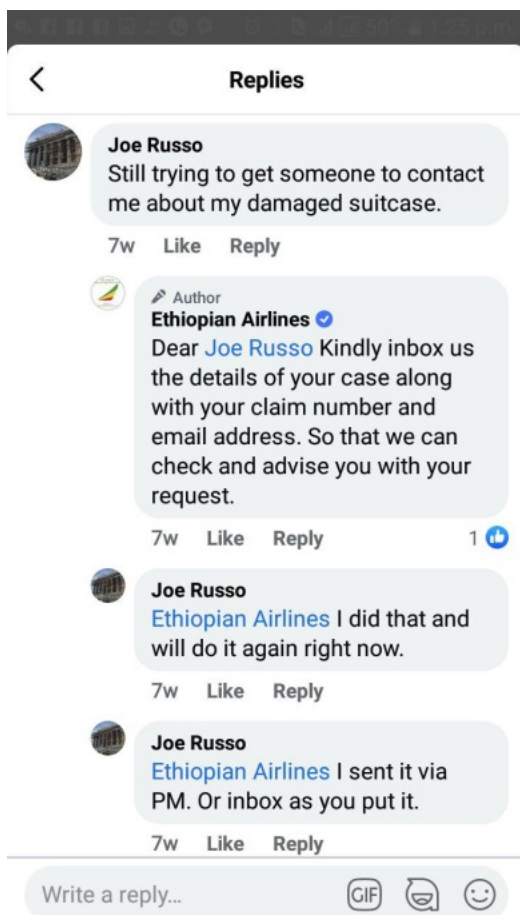
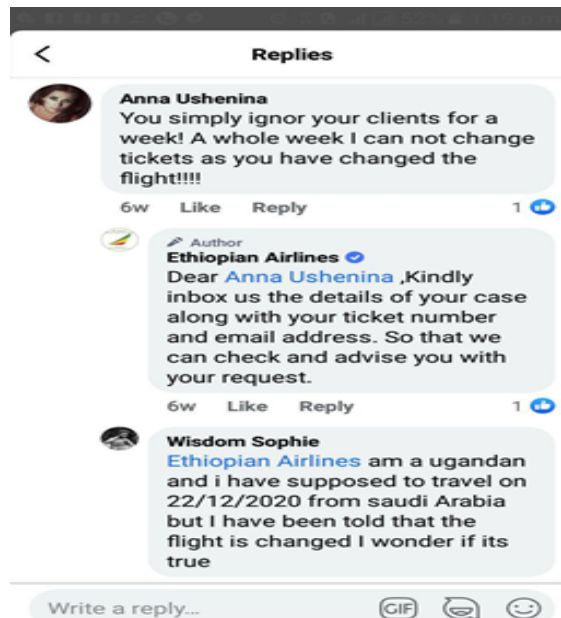
Interview Guide for Selected Respondent of Communication Officers

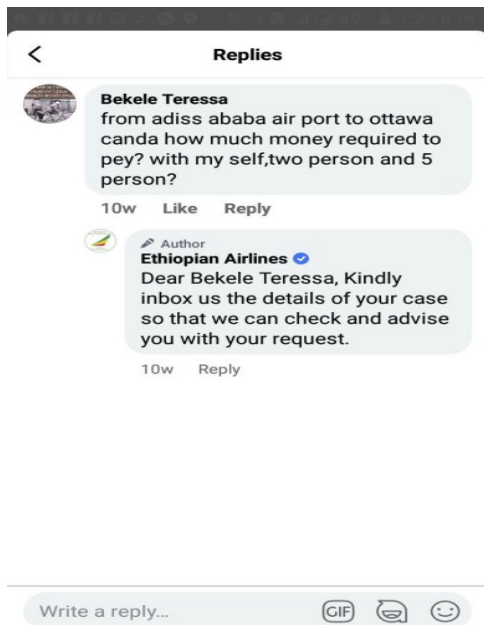
1. Do you use social media as a tool for reputation management if yes how?
2. How do EA improve their image for their millions of potential customers around the world?
3. What kind of EA social media channels you follow? Which one is the most popular?
4. How to EA protect their reputation online?
5. How you respond to crisis situation especially to online threats? And what about Ethiopian airlines?
6. How does the risk of social media crises impact on companies?
7. Do you monitor your social media accounts of your company?
8. How do you manage third party social media negative reviews?

Appendix D

Content Analysis Sample of Ethiopian Airlines Social Media Pages Posts, Comments and Replies







MOST ADMIRABLE AFRICAN BRAND

Brand Africa 2021

PROMPTED			UNPROMPTED		
Rank	Brand	Country	Rank	Brand	Country
1	SONARIS	🇳🇮	1	SONARIS	🇳🇮
2	SONARIS	🇳🇮	2	SONARIS	🇳🇮
3	SONARIS	🇳🇮	3	SONARIS	🇳🇮
4	SONARIS	🇳🇮	4	SONARIS	🇳🇮
5	SONARIS	🇳🇮	5	SONARIS	🇳🇮
6	SONARIS	🇳🇮	6	SONARIS	🇳🇮
7	SONARIS	🇳🇮	7	SONARIS	🇳🇮
8	SONARIS	🇳🇮	8	SONARIS	🇳🇮
9	SONARIS	🇳🇮	9	SONARIS	🇳🇮
10	SONARIS	🇳🇮	10	SONARIS	🇳🇮

Source: Brand Africa 2021. www.brandafrica.com

