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College of Humanities and Journalism

Graduate School of Journalism and Communication

Department of Public Relations and Strategic Communication

Assessment of Public Relations Practices in Brand Strategy: the Case of
Ethiopian Coffee organization

By

Ermiyas Alemayehu

A Thesis Submitted to Graduate School of Journalism and Communication in
Partial Fulfillment of the Requirements for the Degree of Masters of Arts in Public
Relations and Strategic Communication

Advisor

Gashaye Belew (PhD)

Addis Ababa, Ethiopia

May, 2021

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Declaration

This is to certify that the thesis prepared by Ermiyas Alemayehu, entitled: Assessment of public relations practices in brand strategy: the case of Ethiopian coffee organization and submitted in partial fulfillment of the Masters of Arts degree in Public Relations and Strategic Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

Signed by the Examining Committee

Examiner _____ **sig.** _____ **Date** _____

Examiner _____ **sig.** _____ **Date** _____

Advisor _____ **sig.** _____ **Date** _____

Chair of Department or Graduate Coordinator

Abstract

The objective of this study was, assessment of public relations practices in brand strategy: the case of Ethiopian coffee organization. The study predominantly focuses on answering what are the practices of brand strategy in Ethiopian Coffee Organization, What is the role of Public Relations in Ethiopian Coffee branding strategy positioning and how did PR create the new logo of Ethiopian Coffee brand strategy in the Organization. To get the answers of the above research questions, the study used descriptive research design and employed mixed methods. Data were collected through in-depth interviews, questionnaires and also document review. The interview used purposive method of data collection for five interviewee respondents of seven questions which took two hours. From the semi structured interview thematic analysis revealed the organization had a platform carrier through which the new logo can extend the brand strategy of Ethiopian coffee to different countries. The student researcher was distributed 152 structured questionnaires by using systematic random sampling. Totally, 122 questionnaires were collected from 152 (100%) of proposed plan, with the response rate of 80%. The result of the questionnaires analysis revealed that PR and brand strategy has smooth relationship. Document review analyses also displayed to get insight how Public Relations practitioners build the brand strategy of Ethiopian Coffee Organization. From document analysis the study were used annual reports, newspapers, public relations tools like press releases, pamphlet and brochures, and Federal Negarit Gazette of the Federal Democratic Republic Ethiopia. The overall finding of the research revealed, that the practice of Public Relations is not based on professional standards and the organization did not use Public Relations expert fully. The Public Relations practitioners are somewhat used to make the brand strategy of the new logo that to lead to various desirable effects, such as filling information gap, public pleasure, and efficient use of brand strategy. This is because the Public Relations practitioners have been using effective brand strategy tools for the new logo. The study also found that most of the PR practitioners had lack of well-trained professional's skills; absence of adequate training of capacity building, restricted bureaucratic system that prohibits the flexibility of Public Relations practitioners, shortage of budget, which have directly undesirable effect on their jobs to build brand strategy of Ethiopian Coffee organization.

Key Words: Brand, Brand Positioning, Brand Equity, Brand Strategy and Public Relations

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ACRONYMS

BS	Brand Strategy
ECTA	Ethiopia Coffee and Tea Authority
ICO	International Coffee Organization
PR	Public Relations
SPSS	Statistical Package for the Social Science
SWOT	Strength Weakness Opportunity Threat
UNIDO	United Nations International Development

Chapter One

1. Introduction

1.1 Background of the Study

Ethiopia is widely known as the original place of coffee for the world. Many experts say that Ethiopia is the only country where coffee is grown naturally, and the story of Kaldi has been chronicled in many books. Kaldi was a goat shepherd, who found coffee after "witnessing the energy that his goat received from eating the coffee cherries [www. eceas.org](http://www.eceas.org) (Ethiopian coffee exporter association website).

Ethiopia Coffee organization starts working on coffee as a global brand strategy of our country because Ethiopia is the original home of the coffee (Arabica) plant. The south-western highlands where they first blossomed, gave its name to coffee. The formal cultivation and use of coffee as a beverage began early in the 9th century. Prior to that, coffees trees grew wild in the forests of south-western highlands and many in the region were familiar with the berries and the drink [www. eceas.org](http://www.eceas.org).

Brand strategy is a market strategy for forming, implementing and fostering the continual growth of significant and suitable brand value propositions. Brand may help as a platform for creative practices for improving organizations' market-based assets such as reputation, increasing and powerful faith from potential and existing customers. It plays pivotal role for social and economic development. Brand strategy also refers to cautious planning, designing and implementation of branding by organization for the creation of reputation and development of brand marketing race and financial incomes (Abimbola &Kocak, 2007).

Public relations are increasingly about communicating credibly with key audiences who affect business results, such as media analysts, policymakers and policy influencers, customers and shareholders. It is an important element in supporting the power and value of an organization's brands to all stakeholders. All the elements of corporate brand, from tone and personality, functional and emotional benefits, core message and end goal, to its reputation – if fully leveraged with internal and external audiences – can help raise performance and credibility. Enhancing the awareness understanding and commitment to a brand through public relations is

usually an essential part of any overall strategy aimed at sustaining and raising standards of Performance and credibility (Winchel, 2010).

The role of organizational public relations is expanding with the changing times: “a Public y=98765relations doesn’t just focus on your business product; it also assists in shaping strategic messaging” (Benyman, 2010). Consistent with this line of reasoning, Winchel cautioned that brands are “being evangelized, dismissed, measured and documented in real time” and admonished business to “join the conversation” in social media, “a mission perfectly suited for public relations professional” (Winchel, 2010).

Applying a brand strategy is significant for market progress and competition for organizations. When market grows to a positive step, a brand strategy will develop the essential business strategy. Brand strategy has great significance for organization to take part in the market competition. It helps to compete and win in the international marketing since Ethiopia is the original place of coffee.

Implementing a brand strategy by public relation expert is important for market development and achievement of Ethiopian coffee organization brand strategy. When marketing strategy develops a certain stage, a brand strategy becomes the core of business strategy. A brand strategy is a great importance of organization to participate in the market completion, to carry through market transforming, to steady and strengthen marketing status and to compete and win in the international market [www. eceas.org](http://www.eceas.org).

Generally, this study focused on assessment of public relations practices in brand strategy: the case of Ethiopian coffee organization, Mexico branch in focus.

1.2 Statement of the Problem

Ethiopian Coffee organization was re-established in 2015 in the Minister of Regulation No 364/2015 with the objectives of improvising the success of production, productivity and quality of Coffee. Establishing contemporary, equitable and legal Coffee brand strategy expand the Ethiopian coffee market at the world level.

Branding is the process of creating a name, design or symbol that identifies and differentiates a company from its competitors. A good brand reflects the benefits of a product or service and

builds recognition and loyalty in customers. However, branding is an expensive process and is difficult to undo if the company's direction change. Madison Garcia (2018)

Kapferer (2008) states that brand identity can be defined as the corporate identity that is what “helps an organization to feel that it truly exists and that it is a coherent and unique being, with a history and a place of its own, different from the others” (p.172).

Public Relations is a discipline which looks after reputation with the goal of earning an understanding and persuading view and behavior (Prejean –Motanky 2005). It is a scheduled and continued endeavor to launch and sustain good will and common understanding between a commercial and its communities. Public Relations states to the public environment that is designed when an organization, using all types of dissemination and handling approaches, realizes the bi-directional communication, understanding, recognition and cooperation between the public and itself for the organization’s sustainable development (Prejean –Motanky 2005).

The organization builds a system with all stakeholders to evaluate the branding process and its achievement. So, organization has been working on this area and start applying Ethiopian coffee branding strategy system to be strong competitor in the world.

The organization also focus on, to see where a brand could go in the future, it must first assess where it is now. Brand analysis is important because it helps how an institution is perceived, and identify where the gap exists and utilized the opportunities that to grow.

Ethiopian Coffee's brand strategy has been developed nine times, each time with the same aim of developing the coffee business and increasing the country's ability to earn foreign money. The organization's mission is to improve the lives of those who work in the sector, boost foreign exchange, and make Ethiopia as the world's second largest coffee supplier (ECTA) January, 2018.

The statement of the problem begins from the infant stage of Public Relations discipline to the quality of man power that has been worked for the purposes of branding strategy.

Though an encouraging development is under way in federal government Public Relations officers, still there remains a lot of work to be done in order to exploit the maximum benefit out of the practice of Public Relations practice in brand strategy of Ethiopian coffee.

Thus, the present study seeks to fill a research gap which has not been addressed so far as the researcher's knowledge is concerned and the role of public relation expert in brand strategy of Ethiopian coffee organization. Therefore, it is worth the present study assess public relations practices in brand strategy of Ethiopian coffee organization so as to examine the existing situation.

1.3. Research Objectives

1.3.1. General Objective

The main objective of the study was to examine the assessment of Public Relations practice in brand strategy Ethiopian Coffee organization with specific reference to Mexico branch was the selected organization.

1.3.2. Specific Objectives

Specifically, the study intends to:

- ❖ Examine the Public Relations practices in brand strategy Ethiopian coffee organization.
- ❖ Identify the roles of public relations for brand strategy in Ethiopian coffee organization.
- ❖ Investigate the organization brand strategy structure and the purpose of public relations directorate to meet organizational goals and objectives of Ethiopian coffee new logo practices.

1.4. Research Questions

This research is designed to answer the following questions.

1. What are the public relations practices in brand strategy of Ethiopian coffee organization?
2. What is the role of Public Relations in Ethiopian Coffee brand strategy positioning?
3. How did PR create the new logo of Ethiopian Coffee brand strategy in the organization?

1.5. Significance of the Study

Public Relations practice has a great role for brand strategy of Ethiopian Coffee. It provides basic information to understand the importance of brand strategy of Ethiopian coffee organization reputation. It enables Ethiopian Coffee organization to see its weakness and adjust itself to build sustainable brand strategy of the coffee. The researcher considers that the organization can use the findings of this study useful for brand strategy Ethiopian coffee reputation in detail. What's more, it can be used as an input for further study who are interested in this area.

1.6. Scope of the Study

The study was limited to Ethiopian Coffee Organization at Mexico. Public relations do a lot of activities or practices but the research focuses on how Public Relations do branding strategy of Ethiopian coffee organization. Therefore, the present study was examined the relationship between brand strategy and public relation in branding Ethiopian Coffee. And also, how the organization addresses brand strategy was the main focus. Finally, the time frame of the study was delimited from 2001 till now.

1.7. Limitations of the Study

There were some limitations in this study. Firstly, absence of available books or written articles by Ethiopian scholars conducted research on the topic in Ethiopian context. Secondly, due to the corona virus (COVID-19) did not allow me to move freely to collect data. Although, the research is limited on the above listed limitations, the researcher has managed all the limitations. I had also shared experiences from my advisor to maintain the research validity and to overcome the limitation.

1.8. Organization of the Study

The study was structured into five chapters. The first chapter contains background of the study, statement of the problem, research objectives, limitation of the study, significance of the study, and the scope of the study. Chapter two deals with the overall review related literatures. Chapter three includes, research methodology, research design, data analysis method, data collection instrument, sampling methods and sampling techniques. Chapter four contains data analysis and discussion. And chapter five also contains conclusion and recommendation of the study.

Chapter Two

Review of Related Literature

2. Introduction

This chapter focuses on review of related literature and begins with a discussion of study that deals with brand strategy and public relations. This part deals with the practice of brand strategy, functions of public relations, the importance of public relations in organization, and public relations tools in brand strategy communication and management. It also makes discussion on the key concepts of this study, including defining relationship between public relation brand strategy management practices. Finally, it is followed by the conceptual, theoretical literature of public relation and brand strategy communication theory, strategic communication theory and system theory.

2.1. Brand Definition

Branding is the process of creating a name, design or symbol that identifies and differentiates a company from its competitors. A good brand reflects the benefits of a product or service and builds recognition and loyalty in customers. However, branding is an expensive process and is difficult to undo if the company's direction change. Madison Garcia (2018).

“The American Marketing Association (1960) defines a brand as a name, term, sign, symbol, or a mixture of them, planned to identify the properties or facilities of one supplier or a group of suppliers and to differentiate them from those of a competitor.” A brand is the product or service of a particular supplier which is differentiated by its name and presentation” Murphy (1990, p1).

From the above scholars' arguments, the brand is used as a trade mark or symbol of the differentiation of one product with other product. However, different scholars had different definitions for the word brand they had a common definition of that a brand is an identification of itself from the other product. Therefore, the student researcher concluded that, brand a distinctive feature which differs from other products.

Ambler (1992) proposes “the meaning of a brand as the impending of the bundles of qualities” that someone purchases and offers satisfaction the qualities that make up a brand may be real or

deceptive, normal or emotional L. Wood, (2000). The function of branding is significant to build the product image. This image will influence the perceived worth of the product and will increase the brand's value to the customer, leading to brand equity to the firm.

Based on the above argument, the brand had very important benefit to which they were symbolize. A brand created customer satisfaction. For example the brand Nike had created pleasure for the clients. The same is true when we bring in our country context the ceremony of coffee can created the satisfaction of ourselves and the world people. To summarized that the image of a product have great influence on the customers.

2.1.2. Functional Characteristics of Brands

“A brand is the product or service of a particular supplier that is differentiated by its name and presentation (Murphy, 1990)”. “Apart from the primary function of presenting differentiation, a brand has other functions as researchers supposed”. Keller (1998) “suggests that a couple of perspectives can be taken to uncover the value of brands to both consumers and firms”. Keller argues that to firms, “a brand has some important functions. Fundamentally, it serves an identification purpose to simplify product handling or tracing for the firm”. He stated that “Operationally, a brand has the following functions”: “A brand helps to establish inventory and accounting records”. A brand can preserve intellectual assets rights, giving lawful name to the brand holder. The intelligent property rights confirm that the firm can safely participate in the brand and gain the benefits of a valuable benefit. A brand is a sign of excellence level to please clients.

A brand can sign a convinced stage of quality that satisfied purchasers can simply select the product again. A brand also gives a product with unique associations and significances that distinguish it from other products. A brand is a foundation of realistic benefit and financial return. Brand faithfulness delivers expectedness and safety of demands for the firm and creates obstacles of admittance that make it challenging for other companies to join the market. This favors the firm a competitive advantage. A brand of Ethiopian coffee symbolizes extremely valuable parts of legal properties and it can deliver the safety of generating incomes to its country.

Kotler (1996) suggests that “a brand as a usual substitute for consumers evaluating products has at least six meanings of its inner value”: Product’s characteristics and functions. A product offer customers real incomes. Producers revealed by the product itself and worth concepts involved mutually by purchasers. Culture: Personality of the buyer revealed by the item for consumption itself.

Based on the culture in in our country Coffee is highly used and accustomed. As a conclusion, a firm brand growth the customers’ attitude strength toward the product related with the brand. Outlook strength is constructed by experience with the product.

The customers’ mindfulness and relations central “to perceived quality, inferred attributes, and finally, brand loyalty” (Keller, 1993). A brand integrates every communication with customers and every advertising practice that distinguishes product or service from another. Specific action is taken to realize the purpose/ mission. The action can grow or decrease depending on the situation. The organization delivers its core functions by mainly empowering and protecting industry actors and stakeholders.

It is the final delivery that proofs the purpose of the institution. The delivery can change based on situational desires with context of the purpose. Setting functional policies that benefit the stakeholders, facilitating promotion and networking platforms among stakeholders of Coffee products, providing market insight to farmers unions, exporters as needed. This used to promote the coffee industry brand strategy at a higher level for best result.

The researcher adopts some well-known scholars’ studies. Yu (2001) argues that “brand strategy is a strategic choice for an enterprise to establish good brand images to promote products’ reputation in order to develop its market”.

Yu arguments highly support me to develop how Ethiopian Coffee promotes its brand image to increase good reputation in the global market by using Public Relations. The purpose of branding was mainly build good product image. This image affects the value of the product and will raise the brand’s importance to the consumer, leading to brand equity to the enterprise.

There are not many studies combine them together to investigate their relationship public relation and brand strategy deeply this revealed literature Knowledge gap.

Lu & Lu (2004) defines Brand Strategy as a general plan for develop competitive brand advantage.

This idea of argument also supported my thesis writing how brand strategy helped to long term profitability. That means if Ethiopian Coffee organization used brand strategy as a platform, it can develop its brand advantage at the world level. This in turn gets its own brand reputation and sustainable productivity. Finally, brand strategy improved market competitiveness of Ethiopian Coffee organization.

Zeng (2001) proposes “brand strategy as the careful planning, designing and the implementation process progressed by enterprises for the creation and development of the brand”.

This argument discussed planning and designing was vital for the formation brand development. To summarize, that brand strategy was the essence of modern marketing. Its primary function was to fully utilize the influence of brands, to bring enough credibility of consumers and to give them physical and psychological satisfaction of the Coffee product.

Zeng (2001) proposes “three functions of brand strategy. First, it is a powerful method for an enterprise to enhance competitive advantages and to strengthen its prior position. Second, it is the leading strategy in marketing plan”. Brand strategy is indispensable for products of an enterprise to obtain its stable, long-term and favorable marketing position. Third, it is an important instruction to lead marketing and consumers.

His argument is very important for the Ethiopian Coffee brand strategy activity. Firstly, creating the logo with attached the goat the coffee berries has high attraction consumer satisfaction utilized it. Secondly it leads to sustainable profitability of the product. Thirdly, it used for creating international brand reputation.

To sum up, the implementation of brand strategy can provide enough information for consumers as well as give them the reasons and references of the choice of brands. Thus, it gave consumers’ utilization of the products. As a result, it provided consumers physical and psychological satisfaction which in turn it helped the organization to expand its marketing share at the global level.

2.1.3. Brand Equity Introduction

In the view of its importance, researchers and firms have emphasized more and more on brand equity. “The issue of brand equity has emerged as one of the most crucial topics for marketing management in the 1990s according to Hong-Kumm Kim, Woo Gon Kim and Jeong A. (2003)”. “Brand equity management grows a strategic constituent of commercial controlling in several organizations”.

Their arguments were important in terms of our coffee marketing activity to expand in the international level. These assist active participation of in the marketing competitions. To summarize, the brand equity helped to motivate marketing situation both at local and globally.

2.1.4. The Definition of Brand Equity

Aaker (2015, p15) defines “brand equity as: established of brand properties and accountabilities connected to a brand, its name and representation that improve to or draw from the importance provided by a product or facility to a strong to that organization’s customers”.

Analyzing the studies of the researchers, there are three broad views of brand equity. Those are: (1) From a client perception, where equity is observed as the difference in a client’s reply to a branded product associated with his/her answer to alike product not recognized by a brand name (2) From a financial perspective, where equity is viewed as the value of the marketing mix given that the brand name is attached versus the value of a similar marketing mix. (3) The common viewpoint. These items are emphases, on the primary outlook. The client-based equity includes two multi-dimensional notions of brand firm and brand significance.

Kim & Jeong A. (2003). Brand strength is built on insights and actions of clients that permit the brand to relax maintainable and distinguished competitive benefits. Brand value is the monetary result of the ad ministration’s capacity to control brand asset through tactical activities to supply larger recent and upcoming incomes. According to these two concepts, researchers have defined brand equity in different ways.

2.1.5. The Dimension of Brand Equity

The dimension of brand equity in the marketing literature, brand equity generally is divided into two kinds: that involving customer awareness and those concerning customer behavior. (Cobb-Walgreen et al., Donthu, 2001. cited by Hong-bumm Kim & Woo Gon Kim, 2004).

The brand equity creates knowhow for the customers and concerning to clients behavior. This in turn made the costumer of the user to adopt the product and used it. The argument also, created that brand equity played pivotal for the brand loyalty. This argument is very important in our context as well for brand equity of our coffee o the world level. From the above the literature the student researcher summarized that brand equity has done two main issues those are; creating awareness for the customer and giving mind insight or creating min insight for the clients.

Aaker (2001) identifies five major customer-related bases of brand equity: Brand loyalty: Brand loyalty is a crucial concern when introduction significance on a brand that is to be purchased or retailed because extremely reliable client base can be predictable to produce very a foreseeable sale and an income stream.

Name awareness: This state to the strength of a brand's existence in the customers' mind. Consciousness is measured according to customers recall a brand. Perceived quality: It is a brand suggestion that is assessed to the rank of a brand advantage for following purposes: among all brand relations, only perceived value has been displayed to inspiration monetary performance. Perceived quality is often a main tactical thrust of a business. Perceived quality is connected to drives other features of in what way a brand are professed.

Associations: Brand fairness is maintained in good part by the relations that clients make with a brand. These suggestions contain product qualities, celebrity or a specific symbol.

Brand awareness is establishment of brand acknowledgment and brand reminder activity. Brand recognition connected to clients' capacity to conform previous positive brand reminder. Brand recall connects to consumers' capacity to repossess product type, the desires fulfilled by the type, of an acquisition. A positive: brand symbol is formed by promotion plans that associate strong, beneficial and unique relations to the brand of clients. The attention on customer behavior has led to an offering of measurement such as general preference, apparent value and a measure of usefulness or satisfaction.

2.1.6. Managing Brand Equity

Researchers have tested that there is “a positive relation between brand equity and a firm's performance” (Kim & Woo Gon Kim, 2004.) Strong brand equity is expected to lead to a greater functioning performance. Improving brand equity has been one strategic target for firms.

From the above literature, the student researcher summarized managing brand equity is very important for sustainable usage of the product at the world level. This can be done with the following, points those are; (1) Advertising. (2) Promotion, involving two scopes, trade advertising aimed at distributors to inspire the brand and try to sell more, and consumer promotion aimed directly at consumers to motivate to buy. (3) Relationship, involving adopting individual communicating ways to a consumer. (4) Two-way communication where free telephone services and Internet are two main methods.

2.2. Brand Wheels

The brand wheel is a tool that defines who the brand is in relation with who it serves. This tool is a key in identifying how an institution functions and the reputation it wants to create. Here are the organization's brand wheels as structured and developed by the brand wheel.

Brand Wheels

Brand offers functional benefit to the Coffee. The core role of the authority is to unleash the potential of the Ethiopian industry in order to be able to provide the best it offers while assuring maximum benefit to its industry actors and the country throughout the value chain. **Emotional benefit:** Endorses one as a self-aware, innovative/progressive and refined professionals who is set-out to redefine the Coffee and Tea industry. **Social benefit:** The brand endorses self-aware, progressive and refined industry actors and stakeholders.

Brand Positioning is as an action of creating a brand offer like a habit that it dwells a unique place and importance in the aim of consumer's awareness. Identifying brand positioning has a big impact on communicating a strong brand to its target audience Aaker, (1997). He also identifies the following consumer related base of brand equity.

Secondary target audience: The secondary target audiences of the authority are federal and regional stakeholders, service providers' domestic and international product buyers and consumers as well as global partners /UNIDO, ICO, etc./ who see themselves as transformation agents.

Customer insight: The customers are an insightful and innovative individual who believe in the untapped/unexploited potential of this gifted country and they are in the frontline of realizing it.

Brands Role: Ethiopian Coffee organization's role to the target audience is to endorse progressive/innovative attitude.

Brand Essence: Brand essence is simply passionate notion or intangible advantage that lies at the heart of a brand's offer and purposefully distinguishes the brand from competitors and implants brand position. In the case of Ethiopian Coffee Authority, the brand essence is to realize the potential of a gifted country.

Brand Personality: The brand personality that the authority wants to communicate is a professional/refined, self-aware, ambitious and brave government body that is focused on development and growth of the industry.

Brand Promise: brand promise is an announcement set by an organization to its clients declaring what clients can expect from the product and services. This is in terms of the benefit and practice of the tangible and the intangible, i.e., the importance suggestion. Brand promise the most significant feature of a brand. The organization will be directed by the following brand promises.

On the Brand communication: The organization has to express an idea of being the most refined version of our self or has to express the dream of where we are going. This idea has to be expressed throughout the brand experience. The brand has to show a firm belief in the existing capacity/ potential of the country. The brand definition might have an implication on the way we describe or vision, mission and value or the way we describe the institution's function.

2.3. The Concept of Brand Strategy

Yu (2001) argues that Brand Strategy is a strategic choice for an organization to establish good brand images and to promote products' reputation in order to develop its market, to attract consumers, to pursue larger profit return and cultivate consumers' loyalty to the enterprise as well as its products.

Lu & Lu (2004) define brand strategy as a general plan for an organization to develop competitive brand advantages according to its conditions and various factors in so as to gain continuing profitability. Zeng (2001) proposes "Brand strategy as the careful planning, designing and the implementation process progressed by enterprises for the creation and development of

the brand to progress marketing race and financial incomes, which represents brand owners' long and maintainable strategies for the building of brand resource and its benefit and scheme”.

2.3.1. Component of Brand Strategy

Few studies have been done to discuss the component of brand strategy directly. Brand strategy Zeng (2001) has explored the topic. He supposes that “brand strategy is made up of five factors: Brand Strategy planning, brand individuality positioning, brand propagation and popularization, brand management and brand protection”. Those four elements are discussed in detail under the brand strategy planning stage.

2.3.3. The Function of Brand Strategy

Yu (2001) argues that “brand strategy is the essence of modern marketing”. Its primary function is to fully utilize the influence of brands, to bring enough credibility of consumers and to give them physical and psychological satisfaction.

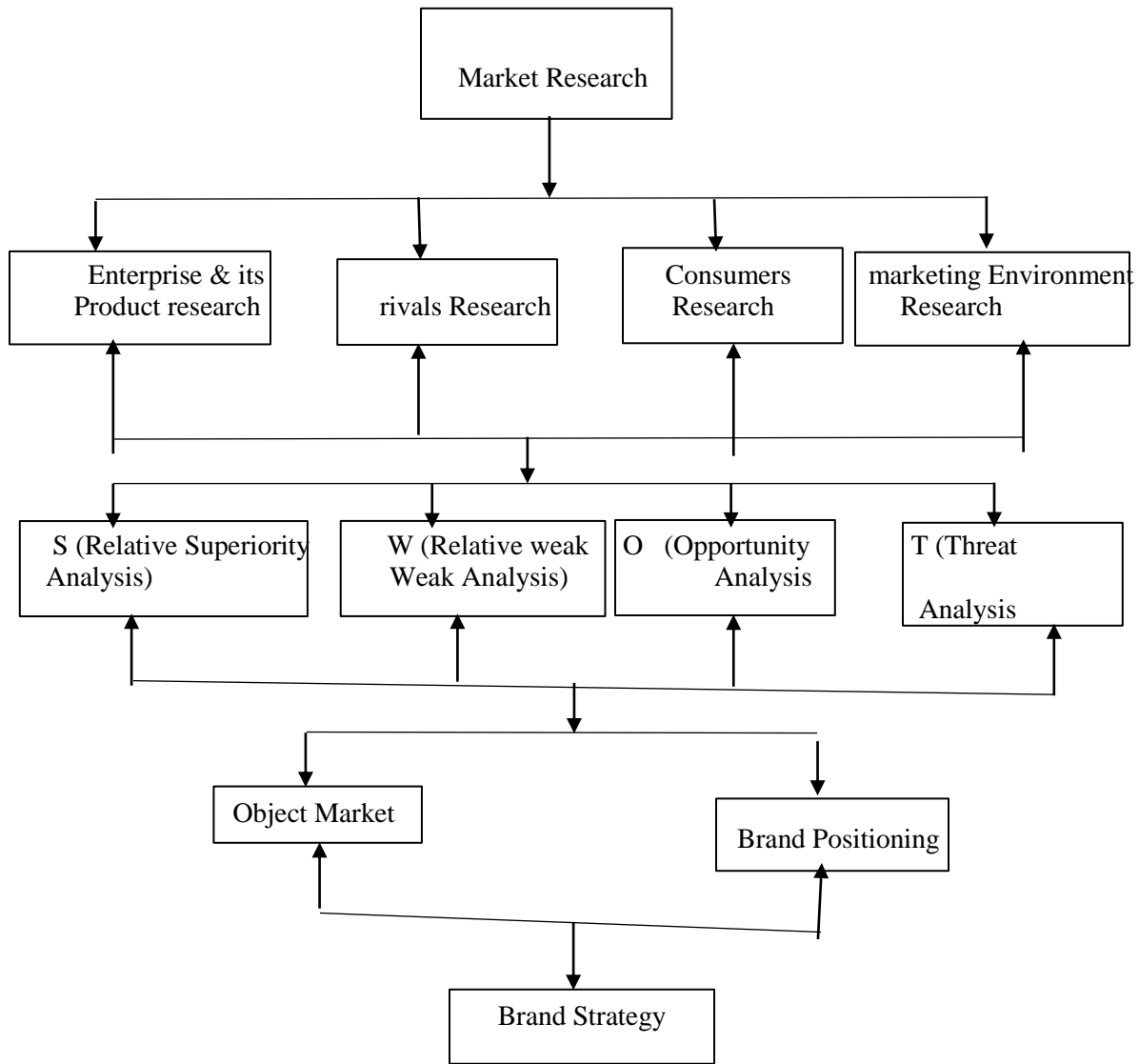
Zeng (2001) proposes “three functions of Brand Strategy: First, it is a powerful method for an enterprise to enhance competitive advantages and to strengthen its prior position. Second, it is the leading strategy in marketing strategy”. Brand Strategy is indispensable for products of an enterprise to obtain its stable, long-term and favorable marketing position. Third, it is an important instruction to lead marketing and consumers. Consumers' purchasing and consuming decision-making need sufficient and accurate marketing information, organization's and products' information.

2.3.4. The Brand Strategy Planning Stage

Brand strategy planning is the start of a brand strategy, whose starting point of framing is a comprehensive, full, objective, accurate, and timely marketing survey and study, including that of enterprises and products, of competition rivals, of consumers, and of marketing environments. Based on these surveys and studies, a SWOT strategic analysis is constructed.

Further, conclusion on target market and brand positioning is drawn plus, the brand strategy is framed. In this process, the lack of any step or any mistake will finally affect the effectiveness of the whole brand strategy. As you can see from the figure 1 brand strategy planning many factors and all these factors are important. See figure 1 for more information on the follow of brand strategy planning.

Figure1. Information on the flow of brand strategy planning



Source: Zeng (2000) “the Study on the Key Questions of Chinese Enterprises Brand Management and Implementation,” Journal of Huaqiao University, volume 1.

2.3.5. The Implementation Stage of Brand Strategy

The implementation stage of brand strategy mainly includes the following. Brand individuality positioning, brand propagation, and popularization, brand management, and brand protection. Brand individuality positioning refers to the individual style consumers have and market positioning, including positions of market and of brand image.

Market positioning, namely, consumer group positioning price level positioning, regional marketing regional positioning and so on, is the foundation of brand personality positioning. Brand propagation and popularization is the process pushing the brand towards market and consumers. Its purpose is let the costumers be conscious of and know the enterprises and their products.

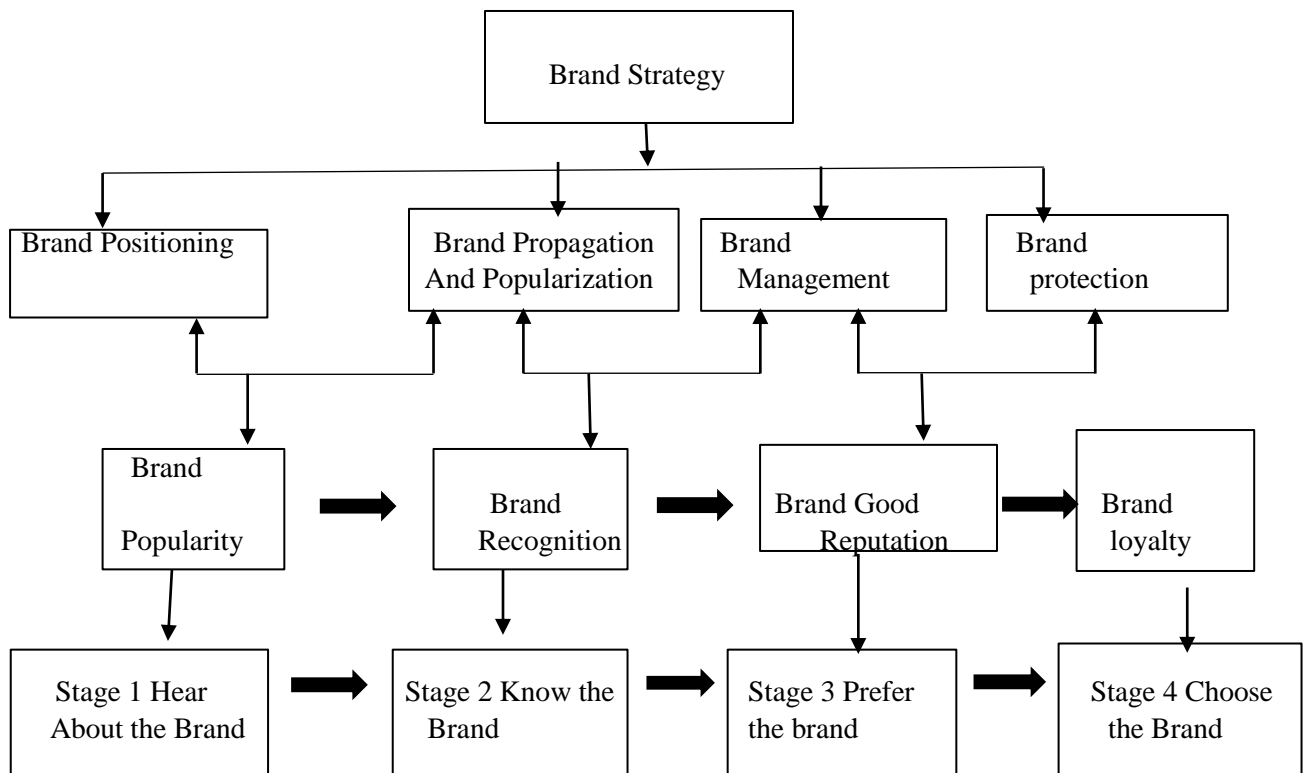
Brand Management refers to the whole process of creating, maintaining and strengthens the brand is the Omni- directional management supervising and controlling effectively the relationship between brands and consumers. Omni –directional management means propagandizing enterprise’s band form every aspect connecting consumers aiming to create consumers’ loyalty to brand.

Brand protection includes legal protection and image protection. Legal protection mainly refers to defeat fake products and prevent substandard and by legal means of safeguarding brand holiness and protect it from being damage. Image protection is timely supervision of image and timely handle handling crucial affairs.

The four aspects brand strategy mentioned above proceed gradually in special sequence constitute mutually a complete strategy system cultivating and developing brand. This is demonstrated in figure 2.

Figure 2 shows how each stage of process of implementation of brand strategy effects consumers. In same time the purpose of each stage of implementation of brand strategy is illustrated.

Figure2. Implementation of brand strategy



Source: Zeng (2000) “the Study on the Key Questions of Chinese Enterprises Brand Strategy Making and Implementation,” Journal of Huaqiao University, volume 1

The four aspects of Brand Strategy mentioned above proceed gradually in a special sequence and constitute mutually a complete strategy system cultivating and developing brand.

A mature brand needs a long and sustainable cultivation process. The object of this process is mainly continuously to improve brand value, including five guidelines as brand’s popularity, brand’s image, brand’s recognition, brand’s good reputation, and brand loyalty. It is obvious that the process of implementation of a Brand Strategy is a long and sustainable process. In this process, the former stage and the after stage are closely connected.

The former stage is the foundation of the after one and the after one is the object of the former one. Therefore, to give up halfway or to act against the rules in the process should be especially avoided as a convention. Meanwhile, the crucial problems encountered in different stages are

different so that the emphasis should be different. Under the circumstances that the core strategy of each stage is obvious, interrelated corresponding strategy combination should be carried out simultaneously.

As a summary, Brand Strategy holds a dominant status in organizing enterprises' marketing strategies. It should be the foundation, core and starting point of other identical marketing strategy framing. Meanwhile, Brand Strategy must be based upon clear and uniform brand positioning with diversity and personality, and relevant matching strategies are comprehensively used. The ideal market results can be achieved.

2.4. Brand Strategy and Public Relations

Brand strategy is an important part of enterprises' strategy and its purpose is to enhance brand equity, and finally to achieve a better general strategy. In modern society, implementing brand strategy demands the cooperation of many factors Aaker, (1997).

Advertising, promotion, event marketing sponsorship, Public Relations and personal selling are ways of marketing communication (Keller, 1997). In the latter part of this paper the author will detail the role of Public Relations. Then we will find that Public Relations has two basic functions namely establishing image and corresponding communication. The author thinks that these two functions embody three ways in practice. They are propaganda, management and communication.

From the above scholars stated that, first the implementation of brand strategy needs Public Relations to propagate. The ultimate purpose of brand strategy is to make consumers accept and recognized the brand and to improved consumers' consuming desire and purchasing power, so as to increase the Coffee enterprises' selling income and interests and brand equity. Finally, in order to achieve this goal, organization had released information to consumers in time so that consumers would know and accept the brand.

The characteristic of third party authenticating the brands makes Public Relations the best vehicle for propagating and spreading information to consumers. Public Relations propagation would be built on perseverant and sincere efforts to serve the society and the public. It is the public go first thinking of Public Relations that can form the situations essential for the growth of brands' intangible value.

Secondly, the implementation of a brand strategy wants Public Relations to control for organization. Brand strategy is a systematical industrial that influences the overall situation, the implementation of which calls for the support of six conditions as talents, equipment, capital, information, management, and markets. Public Relations management function plays an important role in brand strategy.

Finally, the implementation of brand strategy needs Public Relations to communicate with stakeholders. Therefore, the Public Relations communication function runs through enterprises' brand strategy at all times. When enterprises are carrying out a brand strategy, regardless of the framing of brand objects, they need Public Relations communication in the positioning of brand individuality or brand protection and so on. Finally, Ethiopia Coffee organization had not carrying out brand strategy and Public Relations function fully.

2.5. The Definition of Public Relations

Many scholars define Public Relations differently or slightly different. From many definitions the researcher took the following definitions. Public relations practice is the art and the social science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programs which will serve both organization and the public interest Jefkins, (2001 p.20). He also, proposes "Public Relations to be defined as managing brand strategic relationship". He argues "Public Relations as": (1) Persuader. (2) Advocate. (3) Mentor or distributor of information. (4) Campaigner. (5) Image-maker or reputation manager. (6) Association designer.

2.5.1 The Function of Public Relations

Dong (1996) argues Public Relations function as commanding information, offering consultation and advice, making contacts, planning activities and handling crisis. At the same time, he stated that the fundamental roles of Public Relations are establishing image and corresponding relations.

Broom (1999) also stated that nowadays, Public Relations include the following functions and activities: publicity, advertising, press agency, public affairs, concerns administration, lobbying, stockholder relationships and improvement.

Similarly, Grunig, and Dozier (2002) stated that an excellent Public Relations program will show evidence that it “had improved the relationships of the business and its communities (p. 16). Organizations would benefit from building relationships with publics by enhancing organizational reputation through brand strategic management and use of symbols of distinctiveness (i.e., brands and other images) under the guide of the Public Relations expert practices in branding strategy. Public Relations supported in framing the organization’s method to achieving general objectives brand strategy in consistent manner Dozier, (2002).

2.6. Theoretical Framework

Situational Communication/ Contingency Theory

Situational contingency theory is one of the most relationship theories. According to Gruning situational theory “uses stakeholders as a way of describing relationships”. But this means the organizational relationship between public relations and brand strategy do not always let all people be communicated in the same way in addressing the public and stakeholders. As result, the theory focused on the kinds of information that publics want rather than the organization choice of information to distribute. And also, the public or the groups are not given equal attention on different issues and, as a result, the degrees of the concern vary from group to group. Therefore, this theory is important for the current study since it can be used in public relations practices to select the target public relations expert on different brand strategy issues. And also, public relations get the chance to identify the stakeholders depend on the brand strategy issues.

2.6.1. Strategic Communication Theory

Strategic communication is the name for a planned communication campaign. Business and anon-profit organizations more specially consider this communication theory since it would help address, the different structured groups in organizations, Smith, (2008).

Often strategic communication is both informational and persuasive. Build understanding and support ideas and causes, service and brand products is the common purpose of informational and persuasive strategic communication Smith, (2008).

Also, he said marketing communication is one of the embodiments of strategic communication. Thus, all strategic communicators are not practice public relations, Smith, (2008).

2.6.2. System Theory

System theory is one of the dominant theoretical lines of thinking to support public relations practice, Gregory, (2000). System theory describes organization as a set of sub systems and a part of social system. As a result, system theory affects each other the subsystems of the organization with external environment, Tench, et al., (2009). Therefore, system theory as a part of social theory, it includes individuals, groups and different stakeholders of the organization (communities, employees, government and etc.) Public Relations used system theory to disseminating information. Plus, Brand Strategy also used communication system to advert Ethiopian Coffee too. That's why the researcher applied system theory for theoretical frame work of the study. Plus, Miller, (2012) notes based on system concepts system theory relevant to the general communication of the organizations. It describes all over the organizational communication like crisis communication and management and also support to manage brand strategy the challenges of organizational communication; globalization, terrorism, changing demographics, and climate change because those challenges steer the organization to crisis.

Generally, this theory is useful for public relations to create good relationship with internal and external stakeholders of the organization brands strategy. The public relations a practitioner has system theory with brand strategy communication and management activity for effectively and successfully apply the communication and management activity of the organization problems.

Systems theory conveys a comprehensive perspective to the organization and eliminates the individualistic mindset or island mentality that everyone operates independently of each other. Every relationship in the organizational system is interdependent on one another to keep the system functioning properly and to achieve homeostasis.

Systems theory not only permits us to take a better look at a problem, but it also supports us to identify why there is a problem. If doctors were to only treat the symptoms of people and never the disease, we would never fully recover from an illness. Likewise, if Public Relations did not apply in the Ethiopian Coffee organization Brand Strategy will not be successfully.

Generally, the literature review shows the two bid gaps. Firstly, it revealed research gap in Ethiopian coffee organization. Secondly, literature review showed the gap of literature review done the combinations of public relations and brand strategy.

Details functions Ethiopian coffee organization

In a globalized world with more competitors vying for shelf space across the globe, consumers are overloaded with information and continue to place increasing importance on brands. In this globalization season, organization promotes Ethiopian coffee brand strategy to be competitive in the global market and win the opportunity. All governmental organization, private sector and civil society work collaboratively to identify Ethiopian coffee brand strategy to represent their country and build brand to get acceptance throughout the world.

Ethiopia Coffee organization starts working on coffee as a global brand of our country because Ethiopia is the original home of the coffee (Arabica) plant. Creating a global brand for Ethiopian Coffee presence in one or more international markets isn't cheap or easy. But it is worthwhile for the country, provided you understand the reasons why. Here the organization spell out what a global brand is. A brand strategy is one that has a consistent identity with consumers across the world. It can be the use of a name, term, sign, design or combination thereof intended to identify one seller and differentiate it from competitors.

The organization builds a system with all stakeholders to evaluate the branding process and its achievement. So, organization has been working on this area and start applying Ethiopian coffee branding strategy system to be strong competitor in the world. As a result, the organization of Ethiopian coffee brand strategy represent the country be known and utilized by the over the world otherwise it will not be effective. The organization has been working Ethiopia coffee to be known all over the world. It is reported in international media that Ethiopians coffee has unique test and aroma.

Major Benefits of brand strategy of Ethiopian coffee organization

There are endless benefits of building and maintaining a strong brand. Here are five of the major benefits the organization can expect to see when it has a strong brand strategy.

1. **Customer recognition.** As it is known in the world Ethiopian coffee has its unique test and aroma. If we globally build Ethiopian coffee brand strategy, it will be easy to build customer recognition to choose our natural organic product.

2. **Competitive edge in market.** Your brand is what differentiates you in the marketplace. When customers recognize and back your brand, it helps lend a competitive edge to your product. The

more recognition you receive and the more you build your brand, the more you will find that your brand elevates and is competitive with other well-known brands.

3. Easy introduction of new test of Ethiopian coffee. When organization has already a strong brand strategy and loyal customers, it is often easier and less expensive to introduce our coffee products to test and use them. For instance, Ethiopia has organic coffee that grows in different part of Ethiopia example, “Sidamo Coffee”, “Harer Coffee”, “YirgaChefe Coffee” or “Jimma Coffee”. The organization works to have a loyal brand strategy following, our customers will often be interested in our organic products and even anticipate them being released.

4. Customer loyalty and shared values. The organization raises a strong brand strategy to build upon have greater customer loyalty. Customers are attracted to brands that we share our coffee brand strategy. When the organization builds a strong brand strategy, we convey these values to build an emotional connection with customers. Brand loyalty often lasts a lifetime and even transfers to future generations.

The organization also put Public Relation tools to promote Ethiopia Coffee brand strategy

Generally, it is very important to use the following public Relation tools to promote the Ethiopia coffee quality.

1. Let famous people and athletes promote coffee on the international Medias.
2. Use local and international Media’s reports and monitor the message and invite the reporters to come in Ethiopia and visit the coffee production process.
3. Organize huge events and exhibition and promote Ethiopia coffee
4. Engage all governmental leaders and ambassadors to create global market linkage.
5. Advertise on less expensive international media.
6. Promote Ethiopian coffee in local governmental and private media, ministers’ office, tourism organization, investment commission and the Ethiopian tea and coffee development and marketing website, social media etc.
7. Work with an organization that works hard on the benefit of coffee producers, like Oxfam.
8. Work with international public relation institute to promote coffee in highly technology and professionalism.

The organization works to participate in all stakeholders and discussed on the country brand research and come to a common understanding. The organization has also to establish a committee working on the country branding strategy. Ethiopian coffee organization has also six steps for branding strategy of coffee promotion.

1. Participate governmental body, industry representatives, artistes, educators and media representative to create branding program. 2. Conduct research on how local and foreign citizen perceive Ethiopian coffee.

3. Discuss and compare the result with highly influential people by analysis the strength and weakness of the country. 4. Participate professionals and brand counselors to create a central brand establishment strategy this main central strategy must be strong and easy to catch to identify the county good will/image.

5. Identify different technique to promote the branding strategy of Ethiopian coffee logo. 6. The content of the message that is going to be promoted should be interesting and attractive to catch customers' attention and it must be built from different sectors like tourism, investment attraction and established branding strategy team.

Chapter Three

Methodology

This chapter presents research methodology that includes research design, research method, method of data collection (primary and secondary data collection methods), sampling method and sampling technique (non-probability and probability sampling technique), and data analysis method.

3. Research Design

The study used descriptive type of research design. According to Kothari, (2004) descriptive research studies are concerned with describing the characteristics of a particular individual, or of a group. Additionally, descriptive research design is simply concerned with explaining the nature, situation and the degree of intensity of factor under investigation. Deribsa on his article express that “descriptive research design is identifying the problem and distinguishing the object of analysis, comprehending the variables/factors to be measured or observed”. Descriptive design also involves explaining the process of compiling the facts and reviewing documents in a way that the perceptions derived from the sources are relevant and can clue to valid generalization Derbisa, (2018).

Investigating the general brand strategy structure and the place of the public relations directorate in the way to meet organizational goals and objectives of brand strategy management practices, and identifying the relationship between public relations and brand strategy management suggest possible solutions.

3.1. Research Method

Adopting certain research method depends on a range of factors and some of these are the nature of the problem under study, the situation is conducted, availability of sources, and the background and inclination of the researcher. In this regard, the relationship between methodology and research objectives is the fundamental factors to determine the quality of the data, Denzin, et al., (1994).

In this study, mixed research method is used as the main research method. Dornyei, (2007) noted, mixed research method helps reduce the inherent weaknesses of individual methods, qualitative and quantitative, by compensating them with the strength of the other. The quantitative approach is used to quantify the data that collect from respondents by using questionnaire questions whereas, the qualitative approach used to interpret thematic analysis of in-depth interview questions.

3.2. Method of Data Collection

The student researcher has used both means of data collection methods. These methods were primary and secondary data collection methods.

3.2.1. Primary Data Collection Tools

In the primary data collection, the researcher has used questionnaire, interview and observation. The main reasons to selects these tools were for getting better data by triangulating different methods of data collection so as to easily access the relevant or appropriate data for the study.

Interview

The researcher used in-depth interview as a data collection instrument to collect the data from selected three public relations expert, one the directorate director of PR and one PR practitioner who served as informants. This study has chosen the above informants because they had knowledge about the research area of public relations practice in brand strategy in the organization very well. And also, they gave the information that can answer the research questions research objectives. Therefore, the researcher collected the data from five number of interview informants through purposive sampling method for their relevance of the present study.

Questionnaire

The primary data was also collected through the use of survey questionnaire. The advantage of questionnaire was accepted because it approves that data collection was standardized that each respondent got similar question and in the same format. Questionnaires aslo enabled collection of original data from the sample of the population within a short time and at low cost for purposes of describing the entire population (Ogutu, 2012).

Structured questionnaire be applied according to the research questions. The questionnaire consisting of 5 likert scale. This study used pilot test to redesign the questions and also used to check validity of the research. The questionnaire is distributed to selective employees' of Ethiopian coffee organization. The student researcher included three types of questionnaire for pilot test study. Those are open-ended, close ended, and liker scale questionnaires. And also, for measuring the validity of questionnaire tool, the researcher distributed 10 questionnaires as a pilot study for coming up with appropriate questions to evaluate about the brand strategy and public relations practice in the organization. Hence, based on pilot test study result the questionnaires are redesigned and distributed to the selected employees.

3.2.2. Secondary Data Collection

The researcher also used secondary data collection method both published and unpublished documents.

Published Documents

The researcher used published documents means the documents that are issue. The sources like books from library, internet and other relevant sources such as prior research works and works published in journals.

The researcher also used unpublished documents; it means documents that are available for this study but were not published. Thus, documents are taken from [www. eceas.org](http://www.eceas.org) (Ethiopian coffee exporter association website). From the published document analysis, annual reports, newspapers, public relations tools like press releases, pamphlet and brochures, and Federal Negarit Gazette of the Federal Democratic Republic Ethiopia were used.

3.3. Sampling Method

There are two types of sampling: probability and non-probability sampling techniques.

3.3.1. Non-Probability Sampling

This study used non-probability sampling method. This type of sampling is a technique in which there is no way to estimate the chance with which every element is included in the sample. As such, most common kinds of non-probability sampling techniques are accidental sampling, availability sampling, purposive sampling, and quota sampling. Based on the above discussion

from non-probability sampling technique purposive sampling was selected for including study interview samples or populations who have knowledge about the practice of the organization. This means the sample of populations of interview were taken depending on the knowledge of interviewees about the brand strategy and public relations.

3.3.2. Probability Sampling Technique

Probability sampling is “Random sampling or chance sampling” with the assumption that it gives equal chance of being selected from the given population. The most common types of probability sampling techniques are simple random, systematic random, stratified random, satisfied random, cluster random and multi- stage random sampling, Alison (2009 p, 117).

3.4. Study Population

The study population includes Public Relations technical officer, administrative staff, secretaries, archives (record officers), accountants, logistic staff and offices assistants are targets of the study. These targets of the study are selected because to collect the data, cost effectiveness and easy manageability of the study.

3.5. Sampling Procedure

In-Depth Interview

Sampling was provided a means of gaining information about the population without the need to examine the population in its entirety Alison Lanaham (2009). He also defined sample is a selection of items from which you might be estimated a feature of the population. Sampling was involved the selection of a number of study units from a definite study population

The study used purposive sampling methods for the semi structured interview. The interviews were conducted PR experts and Public Relations manager of in the Ethiopian Coffee organization. The reason is that they had the most relevant information not only about the brand of the company but also about its strategies for future development. In this study, the interview was also conducted directly with Public Relations manager, which made the obtained data more significant. The researcher used seven questions for five interviewee respondents of with pseudo name because of research ethics PR1, PR2, PR3, PR4, and PR5. Finally, from Public Relations directorate and PR practitioner the student researcher get detail information about public relations activity and brand strategy of the organization.

Questionnaire Distribution for Employees

The organization has totally 246 population employees. Among this employees 152 was the selected sample of population of the study. This is done by using Cochran's sampling formula $n = \frac{N}{1 + N(e^2)}$. The selected sample (n) = total population / (1 + total population (N) times error square (e²)). Then $n = \frac{246}{1 + 246(0.0025)}$ and the sample (n) was 152. Totally, 122 questionnaires were collected from 152 (100%) of proposed plan, with the response rate of 80%.

3.6. Method of Data Analysis

The researcher used both qualitative and quantitative method of data analysis. The qualitative data is analyzed through thematic analysis whereas, the quantitative data is analyzed by using SPSS 16 version to analyze the frequency and percentage of questionnaires data in the form table and graph.

3.7. Instrument of Data Collection

The research objectives were to answer two main research questions and sub research questions. Therefore, to answer this question the researcher was used data collection instruments of structured questionnaires quantitatively. And semi-structured in-depth interviews qualitatively. This argument is also supported by Curran and Blackburn. Semi-structured interviews have been found to be particularly effective for collecting data from owner/managers of small enterprises (Curran and Blackburn, 1994).

The discussion document was designed in such a way that it provided the researcher with a framework. Which enabled the researcher to ask probing questions that would ultimately provide answers to the research questions. It also served as a check list ensuring that the researcher probe all necessary research areas.

There will be no strict order to the probing questions in the discussion document, which allowed the researcher the freedom to adapt his questions so as to maintain the flow of the conversation with the respondent to get relevant answers. It is also proposed by, per Gilmore et al (2001) the interviewer gave the respondents the fullest opportunity to communicate and answer the question which they were thought relevant.

3.8. Method of Evaluation

The research should be as objective as possible answering the research questions. In order to avoid possible limitations, which can occur during the research, the researcher focuses on two important factors: validity and reliability.

3.8.1. Validity

Validity is concerned whether the results are truly about what they appear to be about (Saunders, Lewis & Thorn hill, 2003, p101). Saunders, Lewis and Thorn hill (2003) point out that when using semi-structured interviews validity refers to the extent to which the researcher gains access to their participants' knowledge and experience.

The researcher gained access to the knowledge and experience of the interviewees. Since they were some good workers in the Coffee, I conducted the interview much more easily. They helped me a lot when I did the interview in the enterprise. Under their useful help, the interviewees were unexpectedly open and some were rather enthusiastic to tell me more reliable responses. From the top managers to common workers all people were cooperative. Especially, the Public Relation manager of the enterprise gave me much valuable help. According to Saunders, Lewis and Thorn hill (2003) a second aspect of using semi-structured interview is the ability of the researcher to infer a meaning that the interviewee intended from the language that was used by this person.

Since the interviewees are all Ethiopia like me, we had no misunderstanding throughout the interview. Another fact was that my questions to the interviewees were relatively easy. Thirdly, the interviewees were all educated and they answered research questions well.

3.8.2. Research Reliability

In this research, the credibility and trustworthiness of the research were no less important in qualitative research. They have different connotations for qualitative data. Qualitative researchers must pay attention to several different concerns that may call the credibility of their research into question. There is a matter of completeness of the data. According to (Creswell (1998) maintained that in qualitative research four factors help to construct the rationality and credibility /trustworthiness of the study: Such as, multiple methods of data collection, audit trial,

member checks, research team, and debriefing, therefore the researcher used this parameter to assure the appropriateness of the validity and reliability claim.

Therefore, the researcher was applied such vital factors to get the credibility and trustworthiness of this study, for instance, the researcher sends the research to four members to check the credibility of the study, this research was used audit trial proses by the researcher himself and debriefing by two close friends and academicians to approved the credibility and trustworthiness of the study.

3.9. Ethical Consideration

The entire participant of this study would be adequately informed about the objective of the study and the anticipated benefits and risk of the study by their data collector. The respondents had the right to respond or refuse the interview. Even they had the right to withdraw the interview at any time or skip any question that they do not want to respond to.

Oral informed consent will be obtained from study participants. All the information given by the interviewees were used for research purposes only and confidentiality and privacy will be maintained by omitting the name of the respondents during data collection procedure and after data collection information from the study put without participants' name. As a result, the researcher used for ethical consideration P01, P02, P03, P04, and P05 these are used as their pseudo name.

Chapter Four

4. Data Analysis and Presentation

This chapter comes up with data analysis and discussion of the data collected from both primary and secondary sources which were collected by using interview and questionnaire. The study has used interview data collected from Ethiopian coffee organization workers public relations directorate and public relations practice. And questionnaires responses are collected from permanent employees of the organization. Therefore, the researcher has used triangulation method to analyze data obtained from both the informants and respondents, as shown below.

4.1. Analysis and discussion of data gathered through conducting in depth interview with public relations directorate and public relations practice then I scrutinizes into thematic analysis

Upon completion of each interview, I wrote notes to summarize the session, reflect on successes and problems in the interviewing process, and record general themes that appeared. Within a few days of each interview, I transcribed the audio tape recordings from each of the sessions. The transcriptions included “observer comments,” where I noted emerging themes, the participants’ body language and reactions, my own reactions to the participants, which have occurred in the interview. These pseudo names were because of research ethics PR1, PR2, PR3, PR4, and PR5. In general, the interview question analysis is as follows:

Question.1. What is the relationship between Brand Strategy and Public Relations in your organization? And what are the practices of brand strategy in Ethiopian Coffee Organization?

Answer: They said, there was not tight relationship between brand strategy and Public Relations in organization. PR1 said, “although Public relation is used both as “a bridge from customer side to the organization side” and Public relation worked on “human mind” whereas brand strategy works on the” promotional “the Coffee international brand reputation the relationship is not positive. Generally, the relationship between Public relations and brand strategy is not hostile. So, to be fruitful the organization has worked with Public Relations and brand strategy together to achieve the organization goals.

Question 2. How did Public Relations practices implement of brand strategy? Answer:

Here, the interviewee responded two main points. PR2 said, first, “We made different action research based on the customer’s interest.” This in turn helped us to implement the brand strategy. The second one is consulting the target customers by doing their need assessment of interest. This is because Public Relations are not guessed rather than it had to be proved something by depth research. The manager answered the question “Public Relations does not stand from zero.” It starts from investigating of action research how to implement brand strategy and PR tools successfully into the organizations. Finally, Public relations facilitates for brand strategy to implement the marketing promotional activities.

Question 3. What kind of brand strategy was used to change the log of Ethiopian Coffee? This question is intended to give a general introduction to new brand logo strategy of the Ethiopian Coffee.

Answer: *They said, “Public relation as pillar” to created different ways of brand strategy for promotion of the Coffee. For the new logo we made different research how to make marketing advertisement with new logo. He thought that, it is the needed to cater for the enterprise’s international development strategy. When we made the new logo of the Coffee, we first set up and named its logo by doing different research. From the beginning of how “kalid noticed frisky his goat was after consuming the Coffee berries.” Today, Ethiopian Coffee’s development calls for internationalization of marketing competition by its new logo. To be internationalized, first of all, Coffee needs its own brand in the international market and loved by consumers. This is the first reason. Secondly, Coffee needs its own brand strategy again. In the past, the Coffee overseas operation was mainly production and processing, without a real brand operation. Thirdly, Ethiopian Coffee needs to redefine “What kind of Coffee it is”. He also replied, we launched the Coffee new logo, and defined its brand to the world market. Therefore, we made this new logo to announce that the origin of the Coffee is our country to the rest of world people.*

Question 4: How did PR create the new logo of Ethiopian Coffee brand strategy in the Organization and how did you prepare to execute the new logo of brand strategy? This question is to test how the organization uses Public Relations in brand strategy planning.

Answer: *They responded that, “Changing the new logo wasn’t single strategy of overnight.” The organization made different procedure to create this new logo. We have contacted international brand strategy center. Then it took two years to prepare the new logo. So, in all those activities we have used public relation to execute new logo of brand strategy planning.*

Then, through a deep communication and a strict bidding process, it sought its cooperation partner of brand management items from many professional service companies. Ethiopian Coffee organization contacts a world-famous brand designing and consultancy company. To execute the new brand logo strategy program properly. The whole process lasted for more than two years, including researching and studying market, brand strategy planning, brand symbol designing, and the popularization of the new logo.

Question 5: What is the role of Public Relations in Ethiopian Coffee branding strategy positioning and what have you done during the process of new brand logo positioning as public relation expert? This question is intended to test if the Public Relations’ function is used in brand positioning.

Answer: *They said, “Here the public relation expert had a great role by giving essential comments.” We read different material to which the organization attaches the promotion activity. The organization made an advertising based on the interest of the consumer of the tasty and romance flavor. We opened the exhibition for all people during the new positioning. A great number of people visited the exhibition. This exhibition gained two important effects. One effect was let people know our most advanced products. The other let us understood more about our products and service from the feedback of our customers and the public.*

The organization also consigned special investigation companies to spot check, follow and visit. We carried out a series of activities aiming at the propagation and popularization of the new brand logo. He thought that Public Relations was great for important implementation of our brand strategy. Without using the Public Relations in our work, he believed that the result might be different.

The manager responded, I hope that we can improve our Coffee logo recognition at abroad level.” It is safe to say that “our Coffee” is not strange to overseas consumers. We had a carrier or a platform through which we can extend our brand to different countries. We desired to

achieve the goal of improving the recognition degree at abroad level as well as, the fondness at home too.

Question 6: How did PR practices in brand strategy of Ethiopian coffee using social media?

They said, the organization had close relationship with media. No media no brandy strategy could be applied successfully. Media is used as part of our mouth to disseminate our information to the world. It was very important for the organization to keep a favorable relationship with its consumer. The organization has used social media, press media, Ebc and Fana airtime. This provoked the media's general attention and gained approval from the public. This in fact demonstrated that our contribution of Public Relations practices branding strategy of Ethiopian coffee in social media was quite successful.

In order to create a harmonious relationship with our customer, he believed that promotion has to be made through media. Our final goal is to make the customers love our products brand strategy at the world level. In other words, we want to cultivate high loyal customers for our Coffee. But it needs a long way to go since a high consumer loyalty is not easy to establish. The organization put a high priority of the effect of media's outlook since it can influence very much on the public's thoughts.

Question 7: Do you the PR practices in brand strategy Ethiopian coffee was successful overall? This question is intended to ask whether their organization was effective or not.

Answer:

PR5 responded, of course; "it is successful within its own drawbacks." They said, we thought that, Public Relations had great importance in the implementation of our brand strategy. Without using the Public Relations in our work, we believe that the result might be different. Even though, we didn't do the recent assessment result; we can say organization is successful.

Finally, the researcher summarizes the discussions of an in depth interview with the following thematic analysis to answer the research questions and research objectives.

The first thematic discussion stated how was the relationship between brand strategy and Public Relations in Ethiopian coffee organization. This thematic analysis helped to answer the first

research question. The theme displayed brand strategy and Public Relations had not good relationships in organization.

The thematic analysis also revealed, Public relation is not used as “a bridge from customer side to the organization side.” To achieve the objectives, vision and mission of the organization the combinations of the two is a core point. Public relation worked on human whereas brand strategy works on the promotional side of activities to gain the Coffee brand reputation. The organization created close relationship with media by Public relation expert by giving press conference and press release. No media no brandy strategy could be applied successfully.

The study discussion also showed media is used as part of our mouth to disseminate information to the world. This helped to create a harmonious relationship with the customer; the promotion made through media. Our final goal was made the customers to love our products brand strategy at the world level.

The theme was also revealed the organization used social media, press media, Ebc and Fana airtime. This demonstrated the contribution of Public Relations was quite successful. So, to be fruitful the organization has worked with Public Relations and brand strategy together to achieve the organization goals.

The second theme revealed how Public Relations implement brand strategy in the organization. The second theme discussions answered the third research question. Here, the theme had two main points. Firstly, “the organization do not made different action research based on the customer’s interest.” This in turn affects Public relations did not implement the brand strategy properly. Secondly, it was consulting the target customers by doing their need assessment of interest. This is done because Public Relations are not guessed rather than be proved something by depth research. The theme was also, displayed, “Public Relations do not stand from zero.” However; it is not investigate action research regularly to implement brand strategy and PR tools successfully into the organizations. Finally, Public relations does not facilitate for brand strategy to implement the marketing promotional activities.

Third thematic analysis revealed how the new logo of the Ethiopian coffee was made. The theme showed the role of public relations during the changing of the new logo was very great. Here, the theme was also, give how the new brand logo strategy of the Ethiopian Coffee was made. The

organization used “public relations as pillar” to create the new logo of coffee. Public relations made different action research to make the new logo. The third thematic analysis also answered the third research question. The theme revealed the new logo was the combinations of the goat, the shepherd kaldi and the coffee berries. This is made from the beginning history of how “kaldi noticed frisky his goat was after consuming the Coffee cherries.” The thematic analysis of the new logo the brand strategy also showed origin of the world coffee is Ethiopia. The theme launched the new logo brand strategy defined Ethiopia is source of coffee to the world, because we don’t want to be snatch like the originality coffee like our teff.

Therefore, they said, we made this new logo to announce that the origin of the Coffee is our country to the rest of world people as well as competent in the world market within its new logo too.

The final theme of the discussion showed, whether their organization overall was effective or not. The theme discussion revealed, of course; the organization was successful within its own drawbacks. Here, the theme discussions displayed public relation expert had a great role by giving essential comments for the new logo.

The manager responded, “We hope that the new Coffee logo give recognition at world level.” It is safe to say that “our coffee” is not strange to overseas consumers. The organization had a platform carrier through which the new logo can extend the brand strategy of Ethiopian coffee to different countries. The organization desired to achieve the goal of improving the recognition degree at abroad level as well as, the fondness at home too. The interviewee said in order to create a harmonious relationship with our customer; the promotion has to be made through media. Our final goal was made the customers to love our products of brand strategy at the world level. The theme displayed, Public Relations had great importance in the implementation of the new logo brand strategy. Without using Public Relations in our work, theme discussion showed the result might be different.

Generally, the study found that most of the PR practitioners had lack of well-trained professionals, absence of adequate capacity building pieces of training, restricted bureaucratic system that prohibits the flexibility of public relations practitioners, shortage of budget, which have directly undesirable effect on their jobs to build brand strategy Ethiopian coffee organization.

4.2. Analysis and Discussion of Quantitative Data obtained through distributing questionnaire to permanent employees of the organization.

This sub-topic covers the analysis and discussion of responses gathered through distributing structured questionnaires to those who are actively working with Ethiopian coffee organization workers. The data obtained from questionnaire distribution are used to be triangulated with the interview results. The questionnaires of the study have 35 questions of three items close-ended, open-ended and likert scale.

From questionnaire analysis respondents of 152 participants 122 questionnaires were collected. From them 8 of them did not complete the responses of the questionnaires whereas 7 of them were not uncollected. Finally, the quantitative data is analyzed by using SPSS 16 version to analyze the frequency and percentage of questionnaires data in the form table and graph as follows:

Table 1. *PR practices in branding strategy of Ethiopian coffee using social media*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	6.0	6.0	6.0
	Disagree	11	7.3	7.3	13.3
	Undecided	13	8.7	8.7	22.0
	Agree	64	42.7	42.7	64.7
	Strongly agree	53	35.3	35.3	100.0
	Total	150	100.0	100.0	

As cited in the above table, 53(35.3%) and 64(42.7%) respondents respectively said that they strongly agree and agree that Public Relations experts using social media. However, 11 (17%) respondents said that they disagree and 11 respondents said that they strongly disagree. And the remaining 13(8.7%) respondents said that they are undecided as they could create Public Relations experts create smooth relationship with media. In general speaking, (64.7% of) respondents believed that Public Relations practices in branding strategy of Ethiopian coffee using social media.

Based on the above analysis, the following conclusion has made. However; a few respondents said the relationship between Public Relations practices in brand strategy using social media not good. The researcher summarized based on the majority of respondent the organization use social media Public Relations practices in brand strategy.

This also displayed by the following diagram.

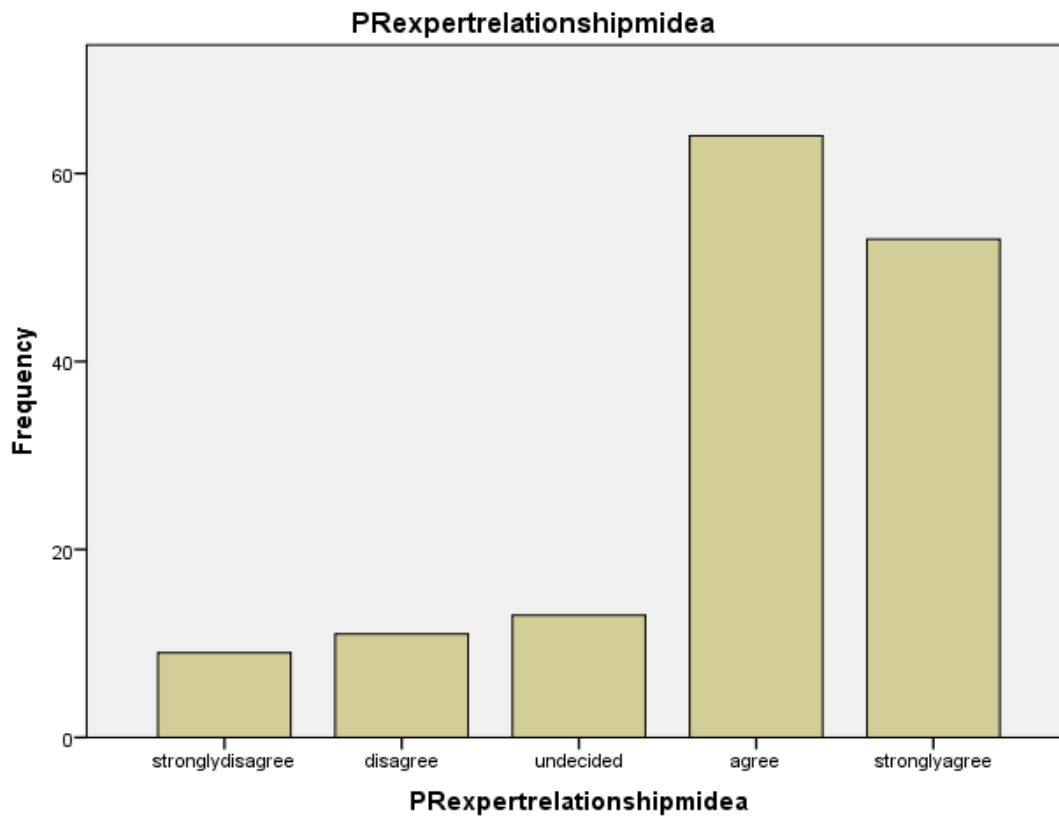


Figure 1. Display Public Relations practices in brand strategy using social Media.

Table 2. The Practices of Public relations expert in brand strategy of Ethiopian coffee organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	6.7	6.7	6.7
	Disagree	11	7.3	7.3	14.0
	Undecided	12	8.0	8.0	22.0
	Agree	70	46.7	46.7	68.7
	Strongly agree	47	31.3	31.3	100.0
	Total	150	100.0	100.0	

Related to the Practices public relations in brand strategy of Ethiopian coffee, 47(31.3%) respondents said that they strongly agree the Practices public relations in brand strategy and Public Relations in the organizations. This was confirmed by 70 (46.7%) respondents and (68.7%) respondents said strongly agree and agree correspondingly. Although, 12(8%) respondents said disagree and 10(6.7%) respondents said strongly disagree. And 14(9.9%) respondents categorized it undecided. In other words, the majority of the respondents agreed there is Practices public relations and brand strategy in the organization.

According to, the above analysis the following conclusion has made. However; some respondents said that Practices of public relations in brand strategy, disagree, and undecided the researcher summarized the following point based the large number of the respondents. The above analysis reveals, there is a Practices public relations expert in branding strategy of Ethiopian Coffee organization.

This is also illustrated by the following diagram.

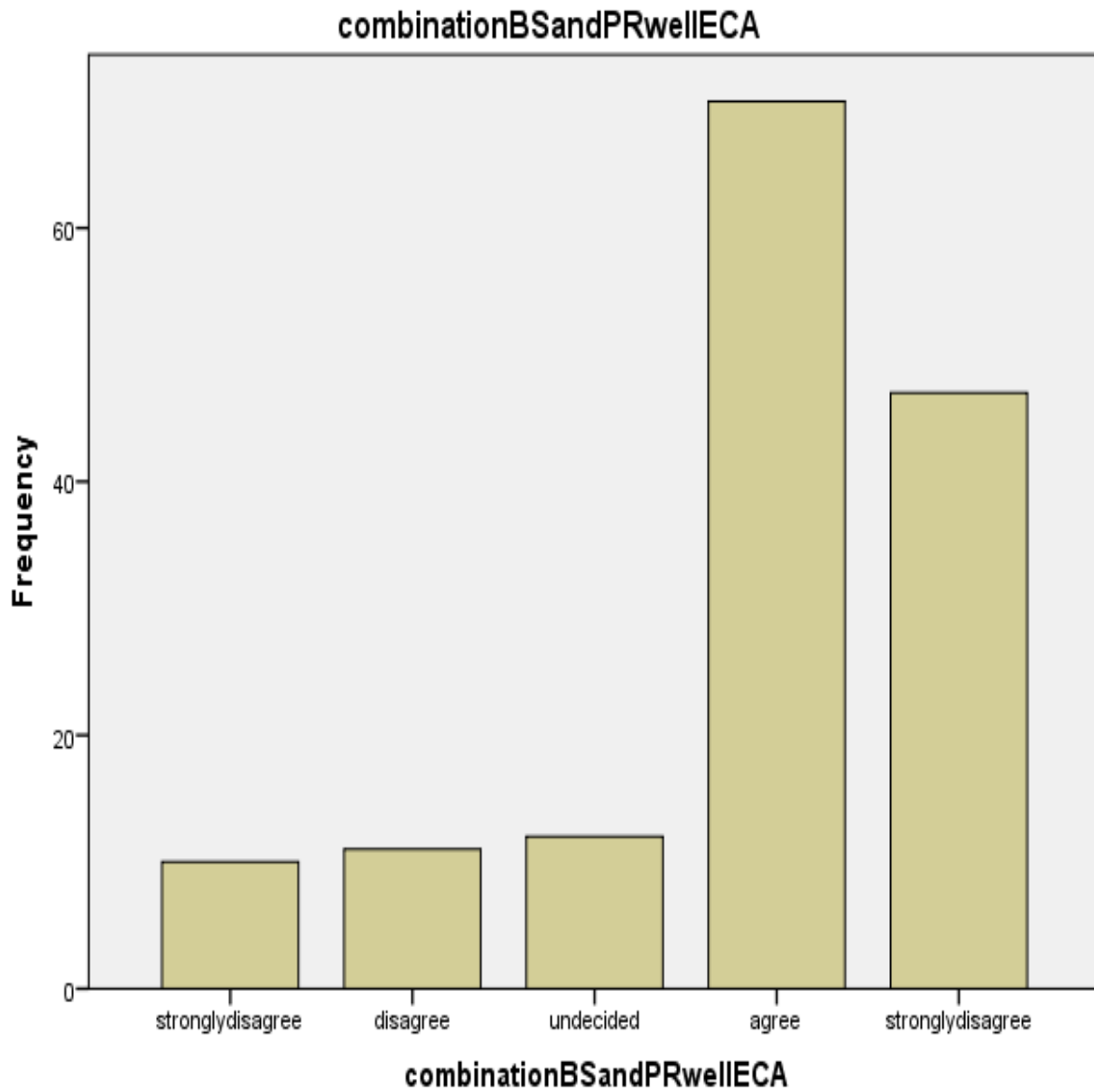


Figure 2. Shows the Practices of Public Relations expert in brand strategy of Ethiopian coffee organization

Table 3. Ethiopian Coffee brand strategy develops by Public relations expert

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	5.3	5.3	5.3
	Disagree	14	9.3	9.3	14.7
	Undecided	16	10.7	10.7	25.3
	Agree	55	36.7	36.7	62.0
	Strongly agree	57	38.0	38.0	100.0
	Total		150	100.0	100.0

Related to Ethiopian Coffee development its brand strategy by public relation expert 57(36.7%) and 16(10.7%) respondents said strongly agree and agree respectively. However 14(9.3) respondents marked disagree and strongly disagree 8(3.3%) and 3(2.15%) respectively. And the remaining 16 respondents marked undecided so as to show that they are uncertain whether Ethiopian Coffee brand strategy develops by public relation expert or not. As a result, the data indicated that Ethiopian Coffee develops its Brand Strategy by public relation expert.

According to, the above analysis the researcher summarized that relate to developing Ethiopian Coffee brand strategy small number of respondents said that, Ethiopian Coffee brand strategy didn't develop by public relation expert. But based on the large number of respondents confirmed that Ethiopian. Ethiopian Coffee brand strategy developed its brand strategy by public relation expert.

It is also illustrated by following diagram

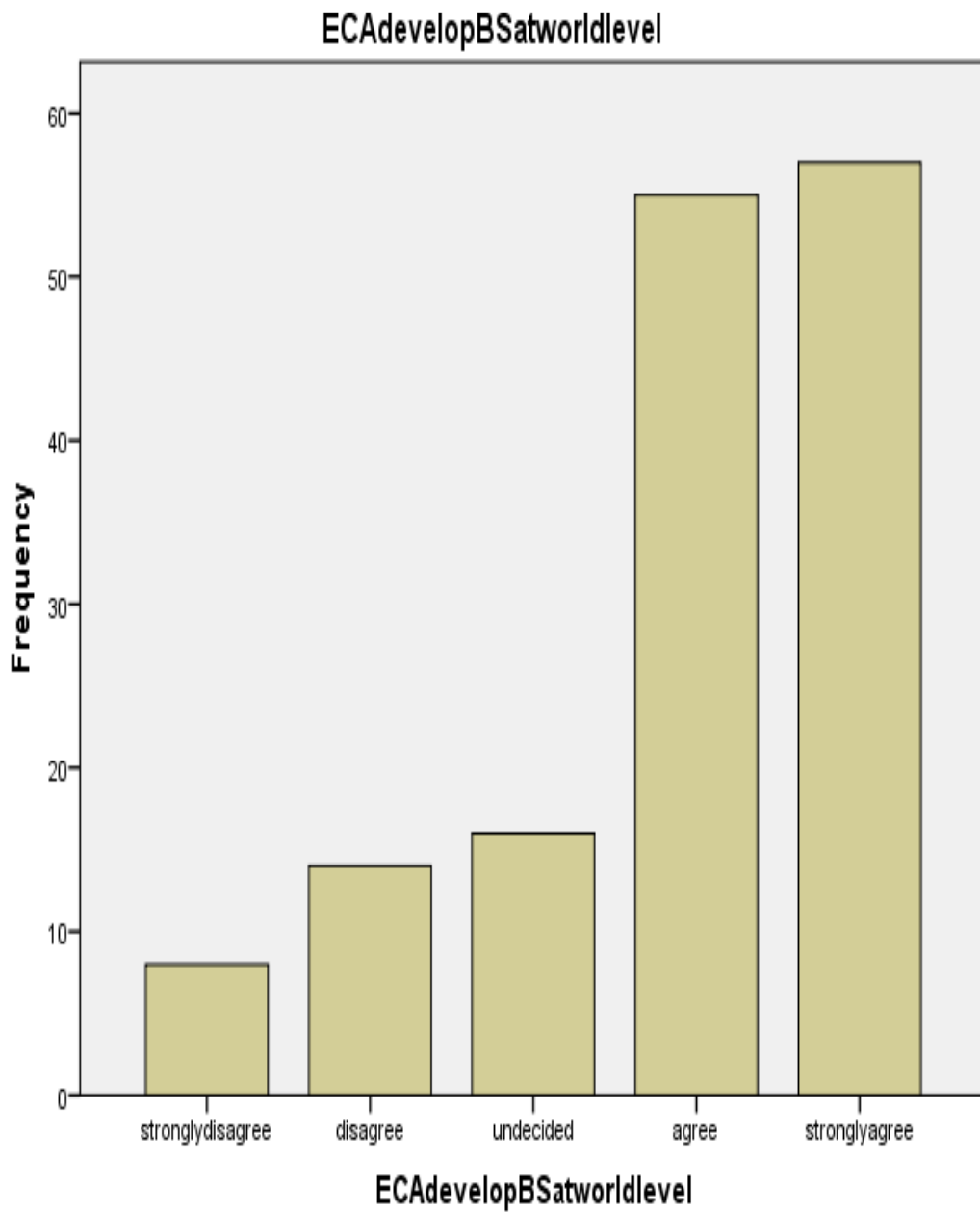


Figure 3. Shows Ethiopian coffee brand strategy develops by public relation expert.

Table 4. Public Relations Expert develops Ethiopian Coffee Brand Strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	10	6.7	6.7	6.7
Yes	140	93.3	93.3	100.0
Total	150	100.0	100.0	

The above table displayed that; majority of the respondents ensured that Public Relations expert develop Ethiopian Coffee brand strategy. Which means 140(93.3%) respondents said, yes, Public Relations expert develop brand strategy at Ethiopian Coffee and tea authority. However; very small number of participants said Public Relations expert did not progress the branding strategy. That 10 (6.7) respondents said, public relation expert did not develop Coffee Ethiopian brand strategy.

Generally, from the above data analysis the study summarized that, however; some respondents' said, Public Relations experts did not develop brand strategy of Ethiopian Coffee. Based on the majority of the respondents Confirmed that Public Relations expert develop Ethiopian Coffee brand strategy. Therefore, public relation expert in one way or another develops Ethiopian Coffee brand strategy in international marketing competition.

This also supported by the following diagram.

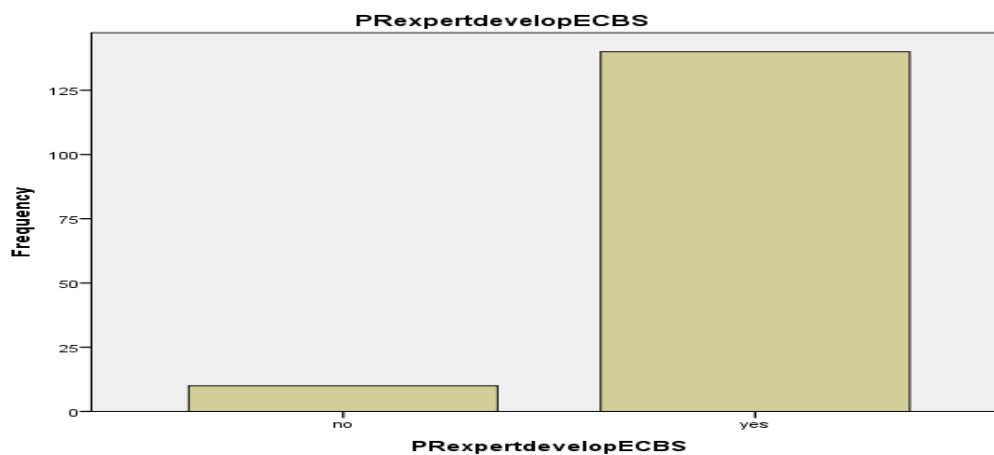


Figure 4. Displays Public Relations Expert develop Ethiopian Coffee brand strategy

Table 5. Do Ethiopian coffee organization use PR tools in brand strategy in Ethiopian coffee organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	12	8.0	8.0	8.0
	Yes	138	92.0	92.0	100.0
	Total	150	100.0	100.0	

As the above table cited, most of the respondents confirmed that PR expert practices brand strategy in Ethiopian coffee organization. Among the respondents 138(92%) said there was a Public Relations practices brand strategy. Whereas, the remaining 12(8%) responded that there is no PR expert practices brand strategy in Ethiopian coffee organization.

The summary of above analysis reveals, however; a few respondents said that there is no PR expert practice in brand strategy: the researcher concluded that, based on the large number of respondents PR expert practices brand strategy in Ethiopian coffee organization.

This also supported by the following diagram:

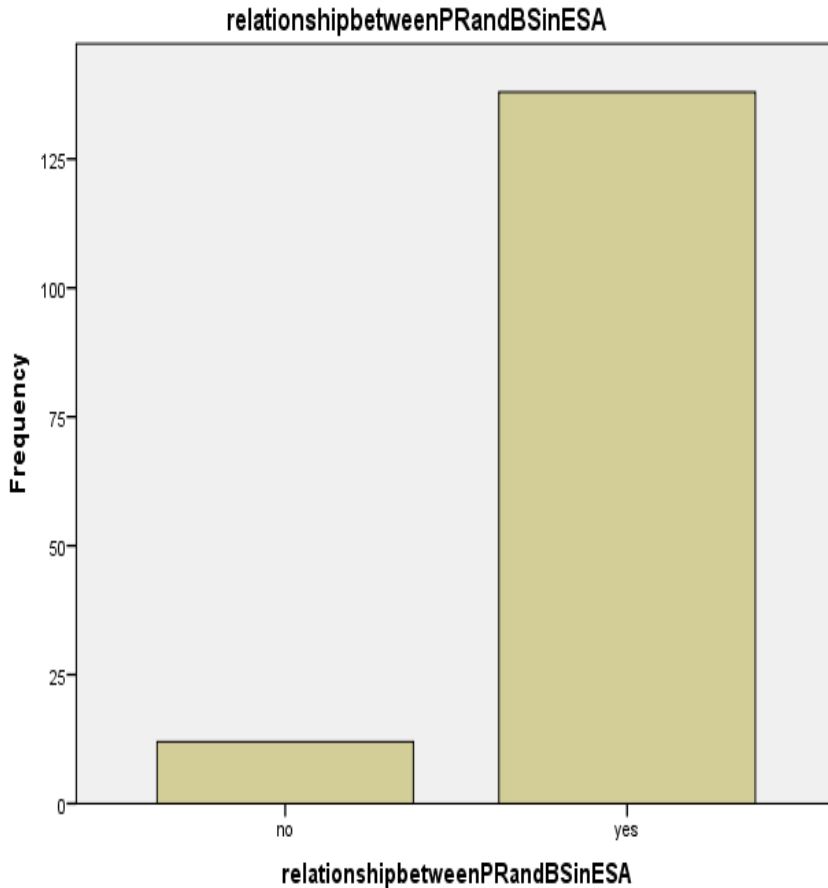


Figure 5. Illustrates Ethiopian coffee organization use PR tools for brand

Table 6. Do PR has a great role in Ethiopian Coffee brand strategy positioning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	6.7	6.7	6.7
	Yes	140	93.3	93.3	100.0
	Total	150	100.0	100.0	

The above table illustrated the highest number of 140 (93.3%) respondents revealed that PR has a great role in Ethiopian Coffee brand strategy positioning. Nevertheless; a few respondents of 10(6.7) said that PR has no a great role in Ethiopian Coffee brand strategy positioning.

From the above analysis, the researcher concluded, PR has a great role in Ethiopian Coffee brand strategy positioning. PR expert has done great job during the process of making the new logo brand positioning.

This is also supported by the following diagram

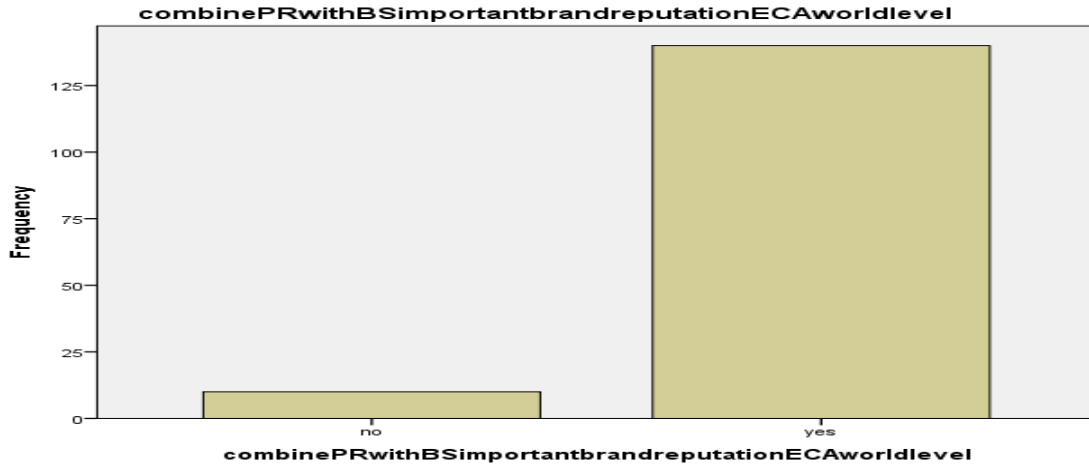


Figure.6 PR has a great role in Ethiopian Coffee brand strategy positioning

Table 7. Why Ethiopian Coffee change its Logo

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid I do not know	45	30.0	30.0	30.0
To reduce	18	12.0	12.0	42.0
To improve	87	58.0	58.0	100.0
Total	150	100.0	100.0	

As the data cited in the above table, 45 (30. %) respondents did not know why Ethiopian Coffee change its logo. Among these respondents, 18 (58. %) of them said to reduce. 87 (58. %) of them said Ethiopian Coffee change its logo to improve the reputation of the Coffee.

From the above analysis the researcher concluded that, even though; some respondents said they don't know and to reduce, based the large number of respondents data analysis the study summarized as follows: the Ethiopian Coffee change its "logo" because one thing, Ethiopia was the birth place of Coffee to remind this for the world people they have changed the logo of the Coffee. Other thing, illustrated the real originated or source of Coffee is Ethiopia. The new logo revealed the goat and the Coffee cherries. The other thing was to motivate the advertising brand strategy of our Coffee to the rest of the world.

This also supported by the next diagram as follows:

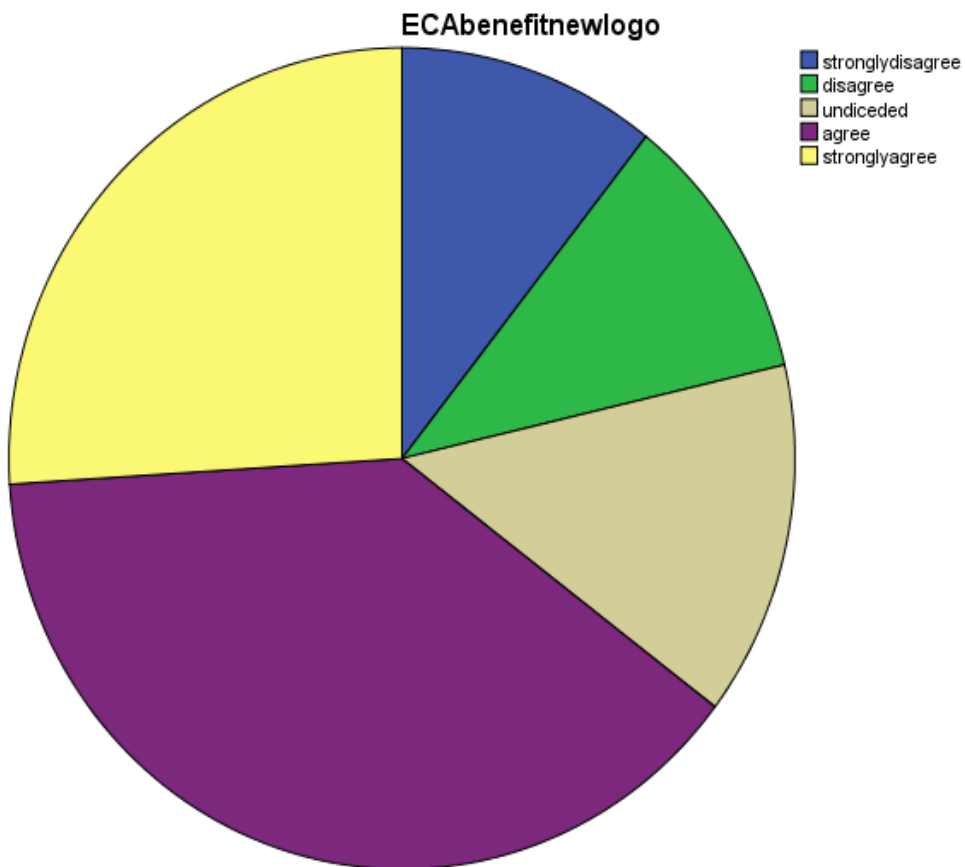


Figure 7. Revealed Ethiopian Coffee organization new Logo

4.3. Document Analysis and Presentation

The study also used documents analysis of Ethiopian Coffee organization archives, notes, photos, and brochures. Document analyses take many different forms. The various procedures of documents analysis involve analyzing and interpreting data generated from examination of documents. The approach of document analysis is critical social approach locates the document historical, socially and politically. And also explores how the content reveals the nature of the branding strategy excavating underneath the surface appearance of the document.

According to, Scott (1990, p.28), asserted that the ultimate purpose of examining documents is to arrive at an understanding of the meaning a significance of what the document contains. He maintains that the literal meaning of a document gives only its face value meaning. This does not reveal the actual importance. This has to be rebuilt through an explanatory understanding; which includes connecting the related meaning to the context in which documents were produced in order to assess the meaning of the text as a whole.

The brochures of the federal democratic republic of Ethiopia Coffee organization development and marketing authority; reveals Ethiopia Coffee organization development and marketing authority citizen charter. The article 364/2008 rules and regulations reveal increasing effectiveness of productivity Ethiopia Coffee brand strategy. It also displays grievance provided format.

The second document displays Ethiopia Coffee brochures. This shows country profile of domestic producers. Which establish quality based effective and efficient marketing systems that benefit stakeholders of commercial grower of Coffee. The third document shows guidelines of quality controller Ethiopia Coffee organization article 1051/2009 state the quality manual techniques and contract Coffee farming.

The fourth is archive illustrated that “where it all began” Arabica Coffee was first discover in the highlands of Ethiopia region called Kaffa. The origin of the word “Coffee” trace back to the name of the keffa region of Ethiopia which is an Omotic word. The word “coffee” also comes from the word kaffa. According to the legend around 850 A D, a goat herder named kalid

discovered Coffee berries. The face value of brochure is also good which reveals the beautiful Ethiopian coffee ceremony which is done by Public relations practice in brand strategy of Ethiopian coffee organization. Furthermore, in the archive said, “Coffee is Ethiopia’s gift to the world.

The fifth one is Federal Negarit Gazette this shows the proclamations of No. 1051 2017 which contains to provide for Coffee marketing and quality controller.

The last document analysis was about “Coffee from the land of origin.” The last document revealed the origin of coffee is Ethiopia. This archive also showed the source of coffee with a beautiful natural frost and landscape.

In general, from the above document analysis the researcher concluded that, there is an improvement of both face value and internal content value of the archives. This illustrate that public relations expert has done a good job in productions of those documents which in turn used to improve band strategy of Ethiopian Coffee organization.

Chapter Five

5. Conclusion and Recommendation

This chapter includes conclusion of the study and based on the findings the student researcher recommends some points.

5.1. Conclusion

As it has been found from the responses of respondents, Public Relations expert develop Ethiopian Coffee brand strategy. According to respondents the public relations practice made Ethiopian coffee branding strategy.

The conclusion of document analysis revealed, there was an improvement of public relations practices in brand strategy of Ethiopian coffee organization. The data analysis and presentation also showed that the public relations expert had well participation in brand strategy Ethiopian coffee organization.

According to respondents the public relations practice made Ethiopian coffee branding strategy. Public relations experts used social media communication tools for banding strategy of the Ethiopian coffee.

The data analysis revealed the organization used Public relation experts for organizing the new branding strategy of Ethiopian coffee. Generally, the Public relations had made the new logo of the goat and the coffee cheeriest as brand strategy of Ethiopian coffee organization.

The overall finding of the research revealed that, the practice of public relations in brand strategy is good.

5.2. Recommendation

Based on the study findings the student researcher has some points to the organization of Ethiopian coffee.

Firstly, the organization should give great attention for public relations directorate and rebuild the directorate in terms of professional and sufficient man power. Secondly, the organization should identify the public relations directorate functions and roles from others directorates. So, that the organization develops the practices of the relationship between brand strategy and public relations field as a back bone of branding strategy of Ethiopian coffee.

Furthermore, the organization should shape the PR directorate organizing system, office setting, and also minimizes Public relations barriers for creating successful brand strategy activity. Based on the research findings concern to policies the following recommendation is forward to both the government and the Ethiopian coffee organization.

It is noteworthy to state the policy for public relations expert to implement fully; and more needed to be done to improve the brand strategy of Ethiopian coffee globally. And also, organization should give the training about how to combine Public Relations and brand strategy to create strong Brand Strategy of Ethiopian Coffee.

Furthermore, the organization shall give priority to strengthen the capacity of Public relation expert policy to implement brand strategy of the reputation of the Coffee. Plus, Public Relations practitioner should empower themselves by continuous professional development. The government should also help PR experts to set up their own strong PR organizations to help any organization who needs their professional support as well.

Based on the study finding, it is good that the organization should have both temporary and permanent brand strategy management team of PR professionals. The finding of study revealed that, the existing public relations and platforms of brand strategy were not too bad but it could be improved and enhanced in order to become more effective. The result of discussion also revealed PR experts need to be done more to improve brand strategy of Ethiopian coffee.

Recommendation for further research

This study can be also use for possible improvement to the future study. Anyone, who has an interest, can use the study as benchmark and reference for further study. Lastly, the future researcher can also use the research to postulate whether they got similar result or not.

The organization shall give priority to strengthen the technical capacity of Public relation expert to implement brand strategy reputation of Ethiopian Coffee.

They should also have skilled public relation expert to improve the branding strategy Ethiopian coffee. The last but not the least recommendation point, is the organization always must conduct research for each and every activity of the brand strategy logo. Specially, the organization must conduct the research proactively the relationship between brand strategy and public relations at each level of brand strategy. Hence an effective relationship between PR and brand strategy play an important role for branding Ethiopian coffee organization globally.

Finally, a panel discussion among PR practitioners, government, media and higher institutions should be educated about how to improve the role of public relations for branding strategy of Ethiopian Coffee organization.

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8. Appendix



Addis Ababa University

School of Journalism and Communications

Regular Program: Master of Arts in Public Relations and Strategic Communications

Postgraduate Program

Appendix 1A.

Dear Respondents,

I am conducting an academic research on the topic Assessment of Public Relations Practices in Brand Strategy: the Case of Ethiopian Coffee organization. The research requires collection of valuable inputs regarding from people who have worked or have experience of the issue. This questionnaire is an attempt to plead with your opinions regarding the Relationship between Brand Strategy and Public Relation in the organization.

The questionnaire is designed only for the research purpose and the information obtained here will be held in the strictest confidentiality. Its only when you provide your genuine answers to all the questions that the research outcome could be genuine and reliable, you are kindly requested to give your honest answers. Your cooperation and prompt response will be highly respected. Thank you for agreeing to participate in this study.

I truly appreciate your time and help.

Interview questions

1. What is the relationship between Brand Strategy and Public Relations in your organization?
2. How to put Public Relations into the implementations of Brand Strategy?
3. What kind of Brand Strategy was used to change the log of Ethiopian Coffee?
4. How did you prepare to execute the new logo of Brand Strategy?
5. What have you done during the process of new brand logo positioning as PR expert?
6. What is your strategy for communicating or dealing with media?
7. Do you think that the campaign was successful overall?

Interview questions thematic sample transcription

Upon completion of each interview, I wrote notes to summarize the session, reflect on successes and problems in the interviewing process, and record general themes that appeared. Within a few days of each interview, I transcribed the audio tape recordings from each of the sessions. The transcriptions included “observer comments,” where I noted emerging themes, the participants’ body language and reactions, my own reactions to the participants, which have occurred in the interview. In general, the interview question analysis is as follows:

4. Is Public Relations developing Ethiopian Coffee Brand Strategy?

A. Yes

B. No

4.1. **If yes, how**

If no, why.....

5. Did Ethiopian Coffee Enterprise change the logo?

A. Yes

B. No

5.1 **If yes why**

6. Is building strong Brand Strategy helps our Coffee to compete in the world market?

A. Yes

B. No

6.1. **If yes, how**

If no, why.....

7. Is building Brand Strategy important for Ethiopian Coffee?

A. Yes

B. No

8. Why did Ethiopian Coffee change to its new logo?

A. To improve B. To reduce C. I don't know

9. Did Ethiopian Coffee execute the new brand logo positioning?

A. Yes

B. No

10. What have you done during the process of new brand logo positioning?

A. Great job B. Little job C. I don't know

11. Is Ethiopia Coffee Band Management well?

A. Yes

B. No

12. Do Brand Strategy combine with Public Relations in Ethiopia Coffee and Tea Authority?

A. Yes

B. No

13. Do Public Relations Expert Implement Brand Strategy in Ethiopia Coffee?

A. Yes

B. No

14. Does Brand Strategy combine with Public Relations?

A. Yes

B. No

15. Is Public Relations practices made in brand Strategy fully in Ethiopian coffee organization?

. A. Yes

B. No

Appendix 1b

Likert Scale Questionnaires

Part three: Level of Likert Scale survey Questionnaires

Please put tick sign on the given space honestly the following Likert scale questions

1= Strongly disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly agree

No	Item	1	2	3	4	5
1	Public Relations have a great role for building Ethiopian Coffee Brand					
2	Public Relations experts improve Ethiopian Coffee Brand Strategy.					
3	Ethiopian Coffee develops its Brand Strategy at the world level.					
4	Ethiopian Coffee Enterprise creates new logo.					
5	Ethiopian benefits from the new logo brand positioning.					
6	Public Relations experts create Smooth relationship with Media.					
8	Ethiopian Coffee organization evaluates the result of replacing new logo with the combination of Public Relations.					
9	The Organization is well performed by Public Relations expert.					
10	The Practices of Public relations expert in brand strategy of Ethiopian coffee organization.					
11	Public Relations is important for building Brand Strategy of Ethiopian Coffee.					
12	There is no relationship between Brand Strategy and Public Relations in the Ethiopian Coffee.					
13	The combination of the Brand Strategy and Public Relations is well in the Enterprise.					
14	The implementations of Brand Strategy by Public Relations and is weak in Ethiopian Coffee.					
15	Combine Public Relations with Brand Strategy is important for branding reputation of Ethiopian Coffee in the international level.					

An in depth Interview Questions

1. What is the relationship between Brand Strategy and Public Relations in your organization?
And what are the practices of brand strategy in Ethiopian Coffee Organization?
2. How to put Public Relations into the implementations of Brand Strategy?
3. What kind of Brand Strategy was used to change the log of Ethiopian Coffee? This question is intended to give a general introduction to new brand logo strategy of the Ethiopian Coffee.
4. How did PR create the new logo of Ethiopian Coffee brand strategy in the Organization and how did you prepare to execute the new logo of Brand Strategy? This question is to test how the organization uses Public Relations in Brand Strategy planning.
5. What is the role of Public Relations in Ethiopian Coffee branding strategy positioning and what have you done during the process of new brand logo positioning as public relation expert? This question is intended to test if the Public Relations' function is used in brand positioning.
6. What is your strategy for communicating or dealing with media?
7. Do you think that the campaign was successful overall? This question is intended to ask whether their campaign was effective or not.

4.3. Document Analysis and Presentation

The study also used documents analysis of Ethiopian Coffee organization archives, notes, photos, and brochures. Document analyses take many different forms. The various procedures of documents analysis involve analyzing and interpreting data generated from examination of documents. The approach of document analysis is critical social approach locates the document historical, socially and politically. And also explores how the content reveals the nature of the branding strategy excavating underneath the surface appearance of the document.

According to, Scott (1990, p.28), asserted that the ultimate purpose of examining documents is to arrive at an understanding of the meaning a significance of what the document contains. He maintains that the literal meaning of a document gives only its face value meaning. This does not reveal the actual importance. This has to be rebuilt through an explanatory understanding; which includes connecting the related meaning to the context in which documents were produced in order to assess the meaning of the text as a whole.

The brochures of the federal democratic republic of Ethiopia Coffee organization development and marketing authority; reveals Ethiopia Coffee organization development and marketing authority citizen charter. The article 364/2008 rules and regulations reveal increasing effectiveness of productivity Ethiopia Coffee brand strategy. It also displays grievance provided format.

The second document displays Ethiopia Coffee brochures. This shows country profile of domestic producers. Which establish quality based effective and efficient marketing systems that benefit stakeholders of commercial grower of Coffee. The third document shows guidelines of quality controller Ethiopia Coffee organization article 1051/2009 state the quality manual techniques and contract Coffee farming.

The fourth is archive illustrated that “where it all began” Arabica Coffee was first discovered in the highlands of Ethiopia region called Kaffa. The origin of the word “Coffee” trace back to the name of the keffa region of Ethiopia which is an Omotic word. The word “coffee” also comes from the word kaffa. According to the legend around 850 A D, a goat herder named kalid discovered Coffee berries. The face value of brochure is also good which reveals the beautiful Ethiopian coffee ceremony which is done by Public relations practice in brand strategy of

Ethiopian coffee organization. Furthermore, in the archive said, “Coffee is Ethiopia’s gift to the world.

The fifth one is Federal Negarit Gazette this shows the proclamations of No. 1051 2017 which contains to provide for Coffee marketing and quality controller.

The last document analysis was about “Coffee from the land of origin.” The last document revealed the origin of coffee is Ethiopia. This archive also showed the source of coffee with a beautiful natural frost and landscape.

In general, from the above document analysis the researcher concluded that, there is an improvement of both face value and internal content value of the archives. This illustrate that public relations expert has done a good job in productions of those documents which in turn used to improve band strategy of Ethiopian Coffee organization.